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USAID Economic Growth Through  
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## **The Art of Concierge Training Manual Report**

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# ECONOMIC GROWTH THROUGH SUSTAINABLE TOURISM PROJECT

**A101/C2-01-D/C5THE ART OF CONCIERGE TRAINING - MANUAL REPORT**

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## LEARNING OBJECTIVES

- Understand what tourism is and its many definitions
- Learn the component of tourism and tourism management
- Knows the benefits and costs of tourism

## INTRODUCTION

- Tourism is the leader in the production of new jobs
- Tourism has developed an important part of the economic foundation of many countries
- Growth rate of services sector faster than any other

Table 1: TOURISM – MYTHS AND REALITIES

Myths	Realities
The majority of tourism in the world is international	Tourism in the world is predominantly domestic (people traveling within their own country); domestic tourism accounts for about 80% of tourist trips.
Most tourism journeys in the world are by air as tourists jet-set from country to country	The majority of trips are surface transport (mainly by car).
Tourism is only about leisure holidays	Tourism includes all types of purpose of visit, including business, conference and education.
Employment in tourism means substantial travel and the chance to learn languages	Most employment in tourism is in the hospitality sector and involves little travel.
Large multinational companies such as hotel chains and airlines dominate tourism	The vast majority of tourism enterprises in every destination are SMEs.
Tourism is a straight forward sector demanding little research or planning	Tourism is a complex multi-sectorial industry demanding high-level planning underpinned by research to succeed.

## WHAT IS TOURISM?

Four different perspectives of tourism can be identified:

- **The tourist:** The tourist seeks various psychic and physical experience and satisfactions. The nature of these will largely determine the destinations chosen and the activities enjoyed.
- **The business providing tourist goods and services:** Business people see tourism as an opportunity to make a profit by supplying the goods and services that the tourist markets demand.
- **The government of the host community or area:** politicians view tourism as a wealth factor in the economy of their jurisdiction. Their perspective is related to the income their citizens can earn from this business. They also consider the foreign exchange receipts from international tourism as well as the tax receipts collected from tourist expenditures, either directly or indirectly. The government can lay an important role in tourism policy, development, promotion and implementation.
- **The host community:** Local people usually see tourism as a cultural and employment factor. Of importance to this group, for example, is the effect of the interaction between large numbers of international visitors and residents; this effect may be beneficial or harmful, or both.

Definition by UNWTO

- Tourism defined as “the activities of persons traveling to and staying in a place outside their usual environment for not more than one consecutive year for leisure, business and other purpose”.
- Tourism Category

Tourism can be divided by four categories:

1. **International Tourism:**
  - 1.1 Inbound tourism: Visits to a country by non-residents.
  - 1.2 Outbound tourism: Visits by residents of a country to another country.
2. **Internal Tourism:** Visits by residents and non-residents of the country of reference.
3. **Domestic Tourism:** Visits by residents of a country to their own country.
4. **National Tourism:** Internal tourism plus outbound tourism.

## TRAVELER TERMINOLOGY FOR TOURISM

- All types of travelers engaged in tourism are described as **Visitors**.
- **International Visitors** are persons who travel for a period not exceeding twelve months to country other than the one in which they generally reside in and whose main purpose is other than exercise of an activity remunerated from within the place visited.
- **Internal Visitors** are persons who travel to destination within their country that is outside their usual environment, for a period not exceeding twelve months.
- All travelers are subdivided into two further categories:
  - **Same-day Visitors:** Visitors who do not spend for the night in a collective or private accommodation in the country visited. E.g. A cruise ship passengers spending four hours in a port or days-trippers visiting attraction.
- Traveler Terminology for Tourism
  - **Tourist:** Visitors who *travel to and stay in places outside their usual environment for more than twenty-four (24) hours and not more than one consecutive year for leisure, business and other purposes, not related to the exercise of an activity remunerated from within the place visited*”.

## CLASSIFICATION OF VISITORS SEGMENTS

- **Organized Mass Tourists** – These people have little or no influence over their travel experience other than to purchase one package or another. They commonly travel in a group, view the destination through the windows of a tour bus, and remain in preselected hotels. Shopping in the local market often provides their only contact with the native population.
- **Individual Mass Tourists** – These people are similar to the previous category but have somewhat more control over their itinerary. E.g. the tourist may rent an automobile to visit attractions.
- **Explorers** – These people plan for their own itinerary and make their own reservations. They tend to be sociable people who enjoy interacting with people at the destination.
- **Drifters** – These people, the backpackers group, will seldom, if ever be found in a traditional hotel. They may stay out at the youth hostels with friends or camp out. They tend to mix with the lower-socio-economic native groups and are commonly found riding third-class rail or bus, most tend to be young.
- **Visiting Friends or Relatives (VFR)** – These people stay at homes of friends and relatives.
- **Business Travelers** – This often encompasses any form of business including conventions, trade shows, job seeking and many other reasons.
- **Business and Leisure Travelers**– Many convention and business travelers plan to incorporate a period of relaxation prior to or after their business.
- **Tag-along Visitors** – Members of the family are common “tag-along” visitors. The presence of tag-along children has created a sub industry of child care and entertainment.
- **Education and Religious Travel** – This group includes students, those on a pilgrimage, missionaries and a host of others.
- **Pass-through Tourist** – The visitors who travel through the city without staying in place or just stop by.
- This group of people is not included as visitors at all:
  - Transit passengers



- Immigrant
- The military service men/women working at the borders
- The ambassador of each country

## PURPOSES OF TRAVEL

- **Business**
  - Primary activities
    - Conventions
    - Consultations
    - Inspection
  - Secondary activities
    - Dining out
    - Recreation
    - Shopping
    - Sight seeing
    - VFR
- **Visiting Friends or Relatives**
  - Primary activities
    - Socialising
    - Dining in
    - Home entertainment
  - Secondary activities
    - Dining out
    - Physical recreation
    - Shopping
    - Sight-seeing
    - Urban entertainment
- **Other personal business**
  - Primary activities
    - Shopping
    - Religious visit
    - Medical appointment
  - Secondary activities
    - Dining out
    - VFR
- **Leisure**
  - Primary activities
    - Recreation
    - Sight-seeing
    - Dining out
  - Secondary activities
    - VFR
    - Convention
    - Business
    - Shopping

## COMPONENTS OF TOURISM & TOURISM MANAGEMENT

- The component of tourism including:

- The Tourist
- The Host
- Natural resources and environment
- The Built Environment
  - Cultural
  - Infrastructure
  - Technology
  - Information
  - Governance
- Operating sectors of the Tourism industry
  - Transportation
  - Accommodation
  - Food services
  - The attraction
  - The events
  - Adventure and Outdoor recreation
  - The entertainment
  - Tour operator
  - Travel agent

## BENEFITS AND COSTS OF TOURISM

Tourism brings both economic and non-economic benefits and costs to host communities.

### ■ The benefits including:

- a) Provides employment opportunities, both skilled and unskilled, because it is labor-intensive industry.
- b) Generates a supply of needed foreign exchange
- c) Increase income
- d) Creates increased gross national product
- e) Reinforces preservation of heritage and tradition
- f) Develops an infrastructure that will also help stimulate local commerce and industry
- g) Can be develop with local product and resources
- h) Spreads development

### ■ The costs including:

- a) Develop excess demand for resources
- b) Create social problems
- c) Degrades the natural physical environment and create pollution.
- d) Degrades the cultural environment
- e) Increase the incidence of crime, prostitution and gambling
- f) Commercialize culture, religion and the arts
- g) Creates conflict in the host community
- h) Contributes to disease, economic fluctuation and transportation problems

## TOURISM IN JORDAN

Tourism is one of the most important sectors in Jordan's economy. In 2010, over 8 million visitors from various countries visited Jordan, with tourist receipts amounting to about 3.5 billion dollars. An additional \$1 billion was earned through medical tourism to the kingdom. In 2011, Jordanian tourism lost \$1 billion due to the political instability across the region[

Its major tourist attractions include visiting historical sites, like the worldwide famous Petra (UNESCO World Heritage Site since 1985, and one of New Seven Wonders of the World), the Jordan River, Mount Nebo, Madaba, numerous medieval mosques and churches, and unspoiled natural locations (as Wadi Rum and Jordan's northern mountainous region in general), as well as observing cultural and religious sites and traditions.

Jordan also offers health tourism, which is focused in the Dead Sea area, education tourism, hiking, and scuba diving in Aqaba's coral reefs, pop-culture tourism and shopping tourism in Jordan's cities. More than half of the approximate 4.8 Arab tourists in 2009, mainly from the GCC, said they plan to spend their holidays in Jordan

## **MAIN TOURIST DESTINATIONS**

### **Ancient Sites**

- Petra in Wadi Musa, home of the Nabateans, is a complete city carved in a mountain. The huge rocks are colorful, mostly pink, and the entrance to the ancient city is through a 1.25 km narrow gorge in the mountain—called the Siq. In the city are various structures, all (except 2) are carved into rock, including al Khazneh – known as the Treasury – which has been designated as one of the "New Seven Wonders of the World" by the for-profit New Open World Corporation. Other major sites of interest in Petra include the Monastery, the Roman Theater, the Royal Tombs, and the High Place of Sacrifice. Petra was rediscovered for the western world by Swiss explorer Johann Ludwig Burckhardt in 1812.
- Umm Qais, a town on the site of the ruined Hellenistic–Roman City Jerash is famous for its ancient Roman architecture, with colonnaded streets, Corinthian arches, outdoor Roman Theaters and the Oval Plaza.
- Shoubak with its Crusader Castle "Crac de Montreal", marking both the eastern and southern frontier of Crusader expansion.
- Ajloun has a medieval Crusader castle.
- Al Karak contains an important castle from the times of Salah al-Din, known as Al-Karak Castle.
- Umm el-Jimal, the so-called "Black Gem of the Desert", was once a town on the margins of the Decapolis. Rural and well to do, it was a fitting contrast to the surrounding busy cities. Its black basalt mansions and towers, some still standing three stories high, have long inspired poets.
- Montreal Crusader castle, less than an hour north of Petra. The ruins, called Shoubak or Shawbak in Arabic, are located in modern town of Shoubak. It dates from the same turbulent period as Karak. The fortress fell to Saladin only 75 years after it was raised. Inscriptions by his successors appear on the castle wall.
- Qasr Amra, one of the best preserved Umayyad Islamic period monuments and is a UNESCO World Heritage Site. Its interior walls and ceilings are covered with unique frescoes, and two of the rooms are paved with colorful mosaics.
- Umm Ar-Rasas, UNESCO World Heritage Site.

### **Religious Tourist Sites**

- Muwakir (Arabic for Machaerus) was the hilltop stronghold of Herod the Great. Upon Herod's death, his son Herod Antipas inhabited the fortress, and ordered John the Baptist to be beheaded there and where the fabled Salomé daughter of Herodias is said to have danced the famous.
- Dance of the Seven Veils thus asking for John the Baptists' head.
- Jordan River, which is the river where Jesus was baptized by John the Baptist according to Christian tradition.
- Madaba is well known for its mosaics, as well as important religious sites such as The Madaba Map, the oldest surviving original cartographic depiction of the Holy Land and especially Jerusalem, dated back to the 6th century AD.
- Mount Nebo, where Moses was said to have gone to get a view of the Promised Land before he died, according to the Bible.

### **Seaside sites**

- Aqaba is a town on the shore of the Gulf of Aqaba with numerous shopping centers, hotels and access to various water sports and protected coral reefs and marine life. It has the ruins of the mediaeval town of Ayla and other

Edomite ruins. Aqaba also has a vibrant nightlife scene especially on holiday weekends when thousands of wealthy Jordanians visit the coastal city. Numerous raves and concerts are held by international DJ's and artists at the major resorts and beach clubs. Aqaba is seeing nearly \$20 billion worth of developments centered on tourism and real estate projects transforming the city into a "new Dubai."

- The Dead Sea – It is the lowest point on earth, 402 meters (1,319 ft.) below sea level, and becomes one meter lower each year. It is the only depository of Jordan River and was part of the biblical kingdoms of Midianites and later the Moabites. The Dead Sea area is home to numerous world-class resorts such as the Kempinski, Mövenpick and Marriott. In addition, there are water parks, a public beach and international restaurants. The ultra-chic destination in the area, however, is the O-Beach which is home to cabanas, bars, international restaurants, and a beach club.

### **Sightseeing**

- Amman is a modern and cosmopolitan city known for its shopping centers, hotels and an ancient Roman Amphitheatre.
- Mahis with its religious sites.
- Wadi Rum is a desert full of mountains and hills located south of Jordan. It is popular for its sights in addition to a variety of sports that are practiced there, such as rock-climbing. It is also known for its connection to Lawrence of Arabia. Additionally, Rum is a UNESCO's world heritage site.
- Irbid, Jordan's second largest city is home to several museums and malls as well. However, the main reason for foreigners visiting the city is the plethora of universities that the city hosts with Jordan University of Science and Technology and Yarmouk University being the two most prominent. The city hosts a large student population from all across Jordan, the Middle East and further afield. Irbid's University Street is the world's largest number of internet cafes, per mile.[5]
- Fuheis, a town about 20 minutes north-west of Amman known for its traditional 18th and 19th century churches and turn of the century provincial Jordanian architecture.
- Dar BassemSafa, an ancient home of a historical Jordanian figure.

### **Natural reserves**

Jordan has a number of natural reserves.

- Azraq Wetland Reserve - Azraq is a unique wetland oasis located in the heart of the semi-arid Jordanian eastern desert, managed by the Royal Society for the Conservation of Nature (RSCN). Its attractions include several natural and ancient built pools, a seasonally flooded marshland, and a large mudflat known as Qa'a Al-Azraq. A wide variety of birds stop at the reserve each year for a rest during their arduous migration routes between Asia and Africa. Some stay for the winter or breed within the protected areas of the wetland.
- Dana Biosphere Reserve - covers 308 square kilometres, composed of a chain of valleys and mountains which extend from the top of the Jordan Rift Valley down to the desert lowlands of Wadi Araba. Dana is home to about 600 species of plants, 37 species of mammals and 190 species of birds.
- Mujib Nature Reserve - the lowest nature reserve in the world, with a spectacular array of scenery near the east coast of the Dead Sea. The reserve is located within the deep Wadi Mujib gorge, which enters the Dead Sea at 410 meters below sea level. The Reserve extends to the Kerak and Madaba mountains to the north and south, reaching 899 meters above sea level in some places. Wadi Mujib enjoys a magnificent bio-diversity that is still being explored and documented today. Over 300 species of plants, 10 species of carnivores and numerous species of permanent and migratory birds have been recorded.
- Shaumari Wildlife Reserve - The Shaumari Reserve was created in 1975 by the RSCN as a breeding center for endangered or locally extinct wildlife. Today, following breeding programs with some of the world's leading wildlife parks and zoos, this small, 22-square-kilometre reserve is a thriving protected environment for some of the most rare species in the Middle East, as Arabian Oryx, Ostriches, Gazelles and Onagers, which are depicted on many 6th century Byzantine mosaics.

## MORE ABOUT AMMAN

Amman is the capital and the most populous city of the Hashemite Kingdom of Jordan. It is the country's political, cultural and commercial center and one of the oldest continuously inhabited cities in the world. The Greater Amman area has a population of 2,842,629 as of 2010. The recent economic growth experienced in Amman is unmatched by any other Arab city except those located in the Persian Gulf area. Amman is also the administrative seat of the homonymous governorate. Amman is also ranked a Beta– global city on the World city index, the same category as Abu Dhabi, Kuwait City and Manama.

Amman was named one of the MENA's best cities according to economic, labor, environmental, and socio-cultural factors. Amman is among the most popular locations for multinational corporations to set up their regional offices, alongside Doha and only behind Dubai. Furthermore, it is expected that in the next 10 years these three cities will capture the largest share of multinational corporation activity in the region. It is a major tourist destination in the region and the capital is especially popular among Gulf tourists.

## HISTORY

In the 13th century BC, Amman was called Rabbath Ammon or Rabat Amon by the Ammonites. In the Hebrew Bible, it is referred to as Rabbat'Ammon (Tiberian Hebrew Rabbat'Ammon). It was later conquered by the Assyrians, followed by the Persians, and then the Greek Macedonians. Ptolemy II Philadelphus, the Macedonian ruler of Egypt, renamed it Philadelphia (Ancient Greek Φιλαδέλφεια); the city became part of the Nabataean kingdom until 106 AD when Philadelphia came under Roman control and joined the Decapolis.

It was then destroyed by several earthquakes and natural disasters and remained a small village and a pile of ruins until the Circassian settlement in 1878. The tide changed when the Ottoman Sultan decided to build the Hejaz railway, linking Damascus and Medina, facilitating both the annual hajj pilgrimage and permanent trade, putting Amman, a major station, back on the commercial map.[citation needed]

In 1921, Abdullah I chose Amman instead of As-Salt as seat of government for his newly created state, the Emirate of Transjordan, and later as the capital of the Hashemite Kingdom of Jordan. Amman remained a small city until 1948, when the population expanded considerably due to an influx of Palestinian refugees from Palestine.

In 1970, Amman was the site of major clashes between the Palestine Liberation Organization (PLO) and the Jordanian army. Everything around the Royal Palace sustained heavy damage from shelling. The city's population continues to expand at a rapid pace (fueled by refugees escaping the wartime events in the West Bank and Iraq). The city received refugees from these countries on a number of occasions. The first wave of Palestinian refugees arrived from Palestine in 1948[citation needed]

A second wave arrived after the Six-Day War in 1967. A third wave of Palestinians, Jordanians and Southeast Asians, working as domestic workers, refugees arrived in Amman from Kuwait after the Gulf War of 1991. The first wave of Iraqi refugees settled in the city after the first Gulf War, with a second wave also arriving after the 2003 war of Iraq. During the last 10 years, the number of new buildings within the city has increased dramatically with new districts of the city being founded at a very rapid pace (particularly so in West Amman), straining the very scarce water supplies of Jordan as a whole, and exposing Amman to the hazards of rapid expansion in the absence of careful municipal planning.

On November 9, 2005, coordinated explosions rocked three hotels in Amman, resulting in the death of 60 people and the injury of 115 others. Al-Qaeda claimed responsibility for the act, which was carried out despite the fact that the birthplace of since-killed Al Qaeda terrorist leader Abu Musab al-Zarqawi, is the town of Zarqa, less than 30 km (19 mi) from Amman. The sheer brutality of the attacks, which targeted, among other things, a wedding party being held at one of the hotels, caused widespread revulsion across the widest range of Jordanians. Large protests and vigils followed in the wake of the attacks.

## GEOGRAPHY

Amman is situated in a hilly area of north-western Jordan. The city was originally built on seven hills, but it now spans over an area of nineteen hills (each known as a Jabal, Tál, Mount or Mountain). The main areas of Amman gain their names from the hills and mountains on whose slopes they lie. The city's elevation changes from mountain to mountain. They range from 700 to 1100 m (2300–3600 feet).

### Climate

Amman's position on the mountains near the Mediterranean places it under the cold semi-arid climate (Köppen climate classification: BSk) The city has warm to hot and usually dry summers, whereas the winters are quite wet and range from mild to cool. Spring is brief, mild and lasts a little less than a month, from April to May, with rain during the morning and the afternoons. High temperatures are around 15 °C (59 °F) to 20 °C (68 °F) and lows are less than 10 °C (50 °F) and several times even going near 0 °C (32 °F) causing several freezes.

Amman has moderate summers starting from mid-June to mid-September. Summer's high temperatures range from 25 °C (77 °F) to 30 °C (86 °F), usually with low to moderate humidity and frequent cool breezes. Most summers are rain-free with cloudless skies during the noon period and a brief shower or fog during the night-time.

Winter usually starts in late November or early December and continues to late April. Temperatures are usually near or below 10 °C (50 °F), with snow usually falling a few times each year. Due to its high altitude above sea level, winter in Amman is one of the coldest in any major city in the MENA and the Mediterranean Basin; winters are usually foggy with at least 120 days of heavy fog per year. Snowy winter storms occur several times around the city. Due to the difference in elevation, snow may accumulate in the northern and western parts of Amman (an average altitude of 1,000 m (3,300 ft) above sea level) while at the same time it could be raining at the city center (elevation of 776 m (2,546 ft.)). It can snow anywhere between November and until the end of March- more frequently in vast parts of the city which occupy higher elevations (900 to 1,100 meters (3,000 to 3,600 ft.)). It should be noted that Amman has extreme examples of microclimate, and almost every neighborhood exhibits its own weather. It is known among locals that some boroughs such as the northern suburb of Abu Nsér are among the coldest in the city, and can be experiencing frost while other warmer districts such as Marka can be providing much warmer temperatures to its inhabitants at the same time.

Note: The temperatures listed below are taken from the weather station at the center of the city which is at an elevation of 767 m (2,516 ft) above sea level. At higher elevations, the temperatures will be lower. For example, in areas such as Al-Jubaiha, Sweileh, Khalda, Abu Nser which are at/higher than 1,000 m (3,300 ft) above sea level have average temperatures of 7 to 9 °C (45 to 48 °F) in the day and 1 to 3 °C (34 to 37 °F) at night in January. In August, the average high temperatures in these areas are 26 to 28 °C (79 to 82 °F) in the day and 14 to 16 °C (57 to 61 °F) at night.

Figure 1: Climate data for Amman

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Record high °C (°F)	23.6 (74.5)	28.9 (84)	30.4 (86.7)	36.2 (97.2)	37.9 (100.2)	40.3 (104.5)	44.0 (111.2)	43.8 (110.8)	40.0 (104)	38.2 (100.8)	34.6 (94.3)	26.3 (79.3)	44 (111.2)
Average high °C (°F)	12.3 (54.1)	13.7 (56.7)	17.2 (63)	22.6 (72.7)	27.8 (82)	30.8 (87.4)	32.0 (89.6)	32.4 (90.3)	30.7 (87.3)	27.1 (80.8)	20.4 (68.7)	14.4 (57.9)	23.5 (74.2)
Average low °C (°F)	3.6 (38.5)	4.2 (39.6)	6.1 (43)	9.5 (49.1)	13.5 (56.3)	16.6 (61.9)	18.5 (65.3)	18.6 (65.5)	16.6 (61.9)	13.8 (56.8)	9.3 (48.7)	5.2 (41.4)	11.3 (52.3)
Record low °C (°F)	-10.0 (14)	-9.5 (14.9)	-8.2 (17.2)	-2.6 (27.3)	-0.9 (30.4)	3.2 (37.8)	7.0 (44.6)	5.4 (41.7)	0.0 (32)	-1.8 (28.8)	-4.5 (23.9)	-7.8 (18)	-10 (14)
Precipitation mm (inches)	63.4 (2.496)	61.7 (2.429)	43.1 (1.697)	13.7 (0.539)	3.3 (0.13)	0 (0)	0 (0)	0 (0)	0.3 (0.012)	6.6 (0.26)	28.0 (1.102)	49.2 (1.937)	269.3 (10.602)



Avg. precipitation days	11.0	10.9	8.0	4.0	1.6	0.1	0	0	0.1	2.3	5.3	8.4	51.7
Mean monthly sunshine hours	179.8	182.0	226.3	266.6	328.6	369.0	387.5	365.8	312.0	275.9	225.0	179.8	3,298.3

## Districts

Figure 2

1	Âbdali	4	Qwésmé, Jwaydé, Abu Âlanda and Raqim		7	Mûwaqar	10	Bader è Jadida	
2	Abu Nsér	5	Yarmuk		8	Mqabalayen	11	Basmân	
3	Um-Ožayna	6	Jizah		9	Bader	12	Hûsbân	
13	Jbeyha	16	Mārka	19	Ohod	22	Şhafa Badran	25	Tlaâ'i Âli
14	Khraybet essouq	17	Médina	20	Rās il Êyn	23	Swéyleh	26	Vādi'l Sér
15	Marj il Hamām	18	Naûr	21	Sahāb	24	Tariq	27	Zahrân

## TRANSPORTATION

The city's largest airport, Queen Alia International Airport, situated about 30 km (18.64 mi) south of Amman, is the major international airport in Jordan and the hub for Royal Jordanian, the flag carrier. The airport expanding was recently done and modified, including the de-commission of the old terminals and the commission of a new terminal costing \$700M, to handle over 12 million passengers. Amman Civil Airport is a one-terminal airport that serves primarily domestic and nearby international routes and the military.

The Abdoun Bridge spans Wadi Abdoun and connects the 4th Circle to Abdoun Circle. It is considered one of Amman's many landmarks. It is the first curved suspended bridge to be built.

Currently under construction are dedicated lanes for bus services which will operate as part of the new urban rapid transit network (bus rapid transit). The system includes high-quality stations and stops; express buses that can carry more than 120 passengers and will run on a three-minute frequency during peak hours along Amman's busiest corridors; terminals and park-n-ride facilities, and an integrated fare collection system allowing passengers to pay the fare at stations before embarking on the bus. The BRT is planned to run along three major corridors, the first corridor connects Sweileh with Mahatta via Sport City with major service to the University of Jordan. The second corridor connects Sport City with downtown at Ras El-Ain. The third corridor connects Customs Square with Mahatta.

There are also plans to construct a three-line metro system in Amman. The first phase consists of two lines, the red and green lines, connecting East, Central, and West Amman with an interchange station (linking the two lines) at Amman Plaza with connections to the Northern and Southern suburbs. The second phase consists of the yellow line, connecting North and South Amman with an interchange to the red and green lines at the Abdali and City Hall stations.

There are eight circles, or roundabouts, that span and connect West Amman. However, the city lacks an operable rail or metro system which causes severe congestion, especially in old Amman. To add to the congestion, all the Kingdom's highways pass through Amman, further increasing traffic in the capital.

By land, the city has frequent bus connections to other cities in Jordan, as well as to major cities in neighboring countries; the latter are also served by service taxis. Internal transport is served by a number of bus routes and taxis. Service taxis, which most often operate on fixed routes, are readily available and inexpensive. The two main bus and taxi stations are Abdali (near the King Abdullah Mosque, the Parliament and Palace of Justice) and the newly built Raġadan Central Bus Station (near the Roman Amphitheatre in downtown). The city can suffer from considerable traffic congestion at peak hours, especially during the summer months when affluent holidaymakers from the Persian Gulf region spend the summer in Amman to take advantage of its comparatively mild weather.

### **Economy**

Amman is positioning itself as a hub for business, and new projects are continually transforming the city's skyline. Following the 2003 Iraq War, a significant portion of business dealings with Iraq flow through Amman in some way. Its airport, Queen Alia International Airport, is the hub of the national carrier, Royal Jordanian, which is a major airline in the region. The airline is headquartered in central Amman.

Amman, and Jordan as a whole for that matter, is the Middle East's hub for medical tourism as the kingdom receives the most medical tourists in the region and the 5th highest in the world. Amman receives 250,000 foreign patients a year and receives over \$1 billion annually.[

Rubicon Group Holding and Maktoob, two major regional information technology companies, are based in Amman.

**Foreign Investment and Business:** In a report by Dunia Frontier Consultants, Amman along with Doha and Dubai are the favored hubs for multinational corporations operating in the Middle East and North Africa region. In FDI magazine, Amman was chosen as the Middle Eastern city with the most potential to be a leader in foreign direct investment in the region, beating Dubai. One of the Middle East's largest banks, Arab Bank, is headquartered in Amman. Also based in Amman is Aramex, the Middle East's largest logistics and transportation company. It is also one of the world's largest logistics and transportation companies in the world alongside DHL, FedEx, and UPS. Furthermore, several of the world's largest investment banks have offices in Amman including HSBC, Standard Chartered, Societe Generale and Citibank.

**Tourism:** Amman is the 8th most visited city by tourists and business travelers in the Middle East and Africa as well as the 9th highest recipient of international visitor spending. 1.8 million Tourists visited the Jordanian capital in 2011 and spent over \$1.3 billion in the city. If the entire kingdom is taken into account, there were 8 million tourists in 2010 and \$ 4.4 billion in visitor expenditure, including medical tourists.

The Greater Amman Municipality's heavy investment in its infrastructure, such as the expansion of Queen Alia International Airport, the construction of a state of the art public transportation system, a national railway, and expansion of road works, will ease the arrival of millions of new visitors and tons of cargo through this soon to be regional hub.

### **Cuisine**

The New York Times praised the cuisine of Amman, "You'll find the bright vegetables from Lebanon, crunchy falafels from Syria, juicy kebabs from Egypt and, most recently, spicy meat dishes from Jordan's neighbor, Iraq. It's known as the food of the Levant — an ancient word for the area bounded by the Mediterranean Sea and the Arabian Peninsula. But the food here isn't just the sum of its calories. In this politically, religiously and ethnically fraught corner of the world, it is a symbol of bloodlines and identity.

### **SPORTS**

Amman-based soccer (football) clubs Al-Wehdat and Al-Faisaly have won the national league championship several times.

The 2007 Asian Championships in Athletics and 2009 IAAF World Cross Country Championships were held in the city.



Amman hosts the Jordan Rally, which forms part of the FIA World Rally Championship, becoming the biggest sporting event ever held in Jordan. Amman also hosts the Sama Tournament which is a part of the Trillium Championship.

## MEDIA

There are many radio stations in Jordan, mostly based in Amman. The majority of English speaking stations are targeted to suit the younger listeners playing hit music and international expat residents. There are many Arabic speaking stations that cover the Religious, Factual, Arabic music and other general local topics.

Most Jordanian newspapers and news stations are situated in Amman; most Jordanian daily newspapers are published in Amman such as Alghad, Ad-Dustour, and The Jordan Times. In 2010, Alghad newspaper was ranked as 10th most popular newspaper in the Arab World by Forbes Middle-East magazine; while Al-Arab Al-Yawm is the only daily pan-Arab newspaper in Jordan.

## MAIN SIGHTS

- Much of Amman's tourism is focused in the older downtown area, which is centered on the old souk (a colorful traditional market) and the King Hussein Mosque. The main touristic sites in the city are:
- King Hussein Mosque
- The city center area (known locally as *Al-Balad*) has been completely dwarfed by the sprawling urban area that surrounds it. Despite the changes, much remains of its old character, Jabal Amman is a known touristic attraction in old Amman, the capital's greatest souks, fine museums, ancient constructions, monuments, and cultural sites are found in Jabal Amman.
- The Citadel hill of Amman, known as Jabal al-Qal'a, is home to the Temple of Hercules which is said to have been constructed under the Roman Emperor Marcus Aurelius who reigned from 161 to 180 AD, is similar to the Temple of Artemis in Ephesus. It has been inhabited for centuries, important as a military and religious site. It dates back to Roman and Byzantine times, and later work was carried out in the early Islamic era. Remains unearthed at the northern and eastern ends of the Citadel, possibly date back to the Bronze Age.
- The Roman forum and the Roman theatre — the largest theatre in Jordan — with room for 6,000 spectators. Thought to have been built between 138 and 161 AD by the Roman Emperor Antonius Pius, it is constructed into the side of the mountain and is still used for sports displays and cultural events.
- The Jordan Archaeological Museum is home to ancient findings from the whole country.
- The newest of mosques is the enormous King Abdullah I Mosque, built between 1982 and 1989. It is capped by a magnificent blue mosaic dome beneath which 3,000 Muslims may offer prayer. The most unusual mosque in Amman is the Abu Darweesh Mosque on hilltop of Jabal Ashrafieh (the highest point in the city). It is covered with black and white checkered pattern and is unique to Jordan. It is visible from quite some distance. In contrast, the interior is totally free of the black and white scheme. Instead, there are light colored walls and Persian carpets. This religious building was erected by one of Amman's Circassian minority.

## TOURISM AND LIFESTYLE

Amman is considered one of the most westernized and liberal cities in the Arab World. Amman has become one of the most popular destinations for Western expats and college students who seek to live, study, or work in the Middle East or the Arab World in general. The city's culinary scene has expanded from its Shawerma stands and Falafel joints to embrace many popular American restaurants and fast-food outlets like McDonald's and T.G.I. Friday's, Asian fusion restaurants, French bistros such as La Maison Verte and Italian trattorias. The city has become famous for its fine dining scene among Western expats and Persian Gulf tourists. Alcohol is widely available in restaurants, bars, nightclubs and even supermarkets.

There are numerous nightclubs and bars across the city especially in West Amman. As of 2011, there were 77 registered nightclubs in Jordan (excluding bars and pubs), overwhelmingly located in the capital city. Modesty in

dress for men and women is greatly relaxed and low-cut shirts, tank tops and short skirts are becoming commonplace.

**Abdoun Circle** (not one of the eight) is a major center of the city's night life where the chicest clubs maintain a strict "couples only" policy, meaning no unescorted men. **Sweifieh** is considered to be the unofficial red-light district of Amman as it holds most of the city's nightclubs, bars, strip-clubs, massage parlors, and other adult entertainment venues.

**Jabal Amman** and Jabal al-Weibdeh are home to many pubs and bars as well making the area popular among bar hoppers. One of Amman's new up-scale suburbs

### **Tela' al Ali, Amman**

Nightclubs, music bars and shisha lounges have sprouted across Amman, changing the city's old image as the conservative capital of the kingdom. Jordan's young population is helping shape this new burgeoning nightlife scene.

As well as the wide range of drinking and dancing venues on the social circuit of the city's affluent crowd, Amman has much cultural entertainment to indulge in like the annual Amman Summer Festival and Souk Jara.

Valued at more than US \$5 Billion, the Abdali project is planned to create a new visible center for Amman and act as the major business district. The project includes Jordan's new high street and mall, luxury hotels and apartments as well as start-of-the-art offices. The entire project is expected to be finished by 2015.

### **City Mall, one of Amman's mega malls**

Large malls were built during the 2000's in Amman, including the Mecca Mall, Abdoun Mall, Amman Mall, City Mall, Plaza Mall, Al Baraka Mall, Istikal Mall, Taj Mall (in Abdoun), Zara Shopping Center, Sweifieh Avenue Mall, and Mukhtar Mall. Further, Abdali Mall in Al Abdali is under construction. The Wakalat Street (English: "Agencies Street") is Amman's first pedestrian-only street and carries a lot of label & designer name clothing stores. The Sweifieh area, in general, is considered to be the main shopping district of Amman.

## **THE CONCIERGE**

### **Concierge Definition**

1. (Especially in France) a person who has charge of the entrance of a building and is often the owner's representative; doorkeeper.
2. A member of a hotel staff in charge of special services for guests, as arranging for theater tickets or tours.
3. An employee stationed in an apartment house lobby who screens visitors, controls operation of elevators, accepts deliveries to the tenants, etc.

### **What Does a Hotel Concierge Do?**

The job of a hotel concierge is to help ensure that hotel guests have everything they need for a pleasant stay, by booking reservations for a restaurant or tour, having clothes laundered and ironed, securing items guests have forgotten to bring and doing so very much more. The hotel concierge is akin to the host at the hotel who wants to make sure his guests are taken care of well.

Hotel concierges have a desk or office in the hotel at which guests can find or phone them with their requests. Service is their utmost concern, and not just for penthouse guests either, the concierge is there to help every guest at the hotel. While many of the services involve reservations, transportation or tickets, many other types of requests are made from time to time. Securing an interpreter for a foreign guest, ordering flowers or even shopping for a guest are not unusual appeals. For those having a meeting, party or reception at the hotel, the concierge is there to help with the planning and execution of the event. A concierge must meet the public well and have a friendly, helpful attitude, must be perceptive and organized, flexible and able to problem solve in a crunch. A really good concierge goes the extra mile

of becoming as educated as possible about the general area so that her/his knowledge and connections benefit her/his guests.

### Hotel Concierge Responsibilities

As Hotel concierge, you will be responsible for greeting guests, welcoming them to your facility, and assisting them throughout their stay. If you want to work as a concierge, you need to be flexible and accommodating, and must be knowledgeable about the venue where you work and the surrounding areas. You need to know what the facility can offer to your customers in any number of special circumstances and be able to make recommendations based on their needs.

Detail responsibilities are shown below:

- **Communication Responsibilities:** Communicating with the customer is often the first responsibility of the concierge. This includes speaking to them over the phone and in person; the concierge is the go to person for any of the customer's needs and questions. Good communication skills are vitally important.
- **Educate the Guest:** The concierge also provides all the information that guests need to enjoy their stay. This may include providing information on the facilities available and the services able to be booked. It may also include providing information on travel routes, available tours, schedules for outings and transportation availability.
- **Gather Information:** Often, the concierge has a wide range of pamphlets and brochures available for guests and will hand these out as needed. The concierge may make recommendations about activities that suit the guest and they will need to have a full understanding of events to educate the guest. In addition, concierges often have maps to provide guests with travel information, but they need to be familiar with the surrounding area, as guests will often ask for recommendations and directions.
- **Handle Bookings:** The concierge may handle bookings for special shows for guests, by helping with obtaining tickets, setting appointments, and making reservations for guests as needed. This is especially true in high end facilities and those that cater to business travelers.

### CONCIERGE SKILLS

Appearance in the workplace

### CONCIERGE DRESS CODE

The way you look plays a significant role in your success.

"The problem with appearance is that it translates to performance," Nicole Williams, career expert at LinkedIn, tells Business Insider. "Even if your boss doesn't think that they're thinking any less of you, they will subconsciously think it".

"When you don't fit in, you're not as accepted and welcomed," says Williams. And at some point, this could hurt your chances of getting a promotion.

In today's workplace, where casual wear is becoming increasingly popular, it can be tricky to understand the rules of appearance. Below are some rules every professional should follow by Etiquette Expert Barbara Pachter:

**1- Understand what's appropriate in your industry.**

"Everyone draws their lines differently," says etiquette coach Barbara Pachter. "For example, you may be able to wear shorts, but not cutoffs. If your company has a dress code, follow it".

**2- Make sure your clothes fit.**

"If your clothes are too big or too small, they are not going to look good. Ensuring a proper fit applies to everything you are wearing," says Pachter, and that includes clothing, shoes, and accessories. "One interviewer said he was distracted by a man's short tie".

**3- Wear glasses that fit.**

Make sure your glasses fit properly and aren't sliding down your nose. You don't want to be playing with them all the time, says Pachter. "This becomes distracting".

**4- Dry your hair**

Never leave your house with wet hair, warns Williams. It makes you look like you don't have your life together, which translates to not having your career together.

**5- Don't wear strong perfume.**

"Anything that anyone else can smell is not good," says Williams. To get an idea of whether someone can smell you or not, ask someone you trust.

**6- Wear well-kept, polished shoes.**

"One recruiter told me the first thing he notices about a candidate is his or her shoes," says Pachter. "Make sure your shoes are polished and in good condition". socks need to be an appropriate length.

**7- Pay attention to your watch.**

**8- Trim your beard.**

Facial hair needs to be kept trim and tidy to maintain a professional look. Causgrove advises doing some research on the proper device. Electric razors can be good for short, trimmed beards, and scissors are better for mustaches, he says.

**9- A goatee is rarely a good idea.**

Any hair that's under your lower lip that isn't a beard is not a good idea, says Pachter. "Do you want to be the only person [with it]? It may work for you, it may work against you, but you need to make that decision for yourself," she warns.

**10- Wear rich colors to portray authority.**

"Pay attention to your color choices," says Pachter. "Darker colors usually convey a stronger impression than lighter ones." If you're giving a presentation, make sure the color you're wearing doesn't blend in with the background behind you.

**11- Avoid neon colors and overly flashy clothes.**

"Both men and women have to be cautious with bright colors," Pachter says. Clothes that are too flashy can be distracting and the visual equivalent of shouting.

**Hygiene in the work place**

Good Hygiene Practices - Reducing the Spread of Infections and Viruses

**1- What can you do to reduce the spread of "germs"?**

The most important way to reduce the spread of infections is hand washing - always wash regularly with soap and water. Also important is to get a vaccine for those infections and viruses that have one, when available. See the OSH Answers Hand Washing - Reducing the Risk of Common Infections for more details.

**2- What are good practices to slow the spread of infections?**

Ways you can reduce or slow the spread of infections include:

- Get the appropriate vaccine.
- Wash your hands frequently.
- Stay home if you are sick (so you do not spread the illness to other people).
- Use a tissue, or cough and sneeze into your arm, not your hand; turn away from other people.
- Use single-use tissues, then dispose of the tissue immediately.
- Wash your hands after coughing, sneezing or using tissues.
- If working with children, have them play with hard surface toys that can be easily cleaned.
- Do not touch your eyes, nose or mouth (viruses can transfer from your hands and into the body).
- Do not share cups, glasses, dishes or cutlery.

### **3- What can a workplace do?**

Workplaces can help by:

- Having an infection control plan.
- Providing clean hand washing facilities.
- Offering waterless alcohol-based hand sanitizers when regular facilities are not available (or to people on the road).
- Providing boxes of tissues and encourage their use.
- Reminding staff to not share cups, glasses, dishes and cutlery. Be sure dishes are washed in soap and water after use.
- Removing magazines and papers from waiting areas or common rooms (such as tea rooms and kitchens).
- Considering cleaning a person's workstation or other areas where they have been if a person has suspected or identified influenza.
- Making sure ventilation systems are filtered and working properly.

In the event of a pandemic flu, the Public Health Agency of Canada, states that wearing masks when face-to-face with coughing individuals will not be practical or helpful if the infection or virus has entered the community. Special handling of linen or waste contaminated with secretions from persons thought to be or who are sick is not required.

### **4- If cleaning is necessary, how should it be done?**

Additional measures may be required to minimize the virus from transmitting by hard surfaces (sinks, door, cupboard handles, railings, objects, counters, etc.). The length of time a virus survives on hard surfaces depends on the type of virus. The Centers for Disease Control and Prevention in the United States indicates that "Most studies have shown that the flu virus can live and potentially infect a person for only 2 to 8 hours after being deposited on a surface." Other estimates range up to 24 and 48 hours.

In most workplaces and homes, cleaning the floors, walls, doorknobs, etc. with regular disinfectants or soap and water is very adequate. In some workplaces, such as a hospital or health care facility, specific cleaning and disinfection steps are often required.

### **5- What is meant by social distancing?**

Social distancing is a strategy where you try to avoid crowded places, large gatherings of people or close contact with a group of people. In these situations, viruses can easily spread from person to person. In general, a distance of one meter (3 feet) will slow the spread of a disease, but more distance is more effective.

#### **Should social distancing be recommended, steps to follow include:**

- Use telephone, video conferencing, or the internet to conduct as much business as possible (including within the same building).
- Allow employees to work from home, or to work flexible hours to avoid crowding the workplace.
- Cancel or postpone any travel, meetings, workshops, etc. that are not absolutely necessary.
- Drive, walk, or cycle to work, but try to avoid public transit. Alternatively, workplaces can consider allowing staff to arrive early/late so they can use public transit when it is less crowded.
- Allow staff to eat at their desks or have staggered lunch hours to avoid crowded lunch rooms.
- Spend as little time as possible in tearooms or photocopy centers.
- When meetings are necessary, have the meeting in a larger room where people can sit with more space between them (at least about one meter apart); avoid shaking hands or hugging.
- Encourage staff to avoid social gatherings outside of work where they might come into contact with infectious people.

### **6- What should a workplace do if an employee becomes ill at work?**

Reasons to determine "fitness to work" may depend on a number of issues such as size or type of organization, job responsibilities of employees, ease of working from home (via internet connections, etc.).

Generally, employees should be allowed and encouraged to stay at home if they are not feeling well. However, in the event of a pandemic, use screening tools or a list of symptoms as a checklist. If employees are showing any signs, allow them to go or remain at home; if there is doubt if a person is sick, they should stay home until they feel well and are able to resume their regular activities.

NOTE: During a pandemic, information is likely to change rapidly. Please see the last question in the OSH Answers Pandemic Influenza for a list of agencies that can help.

### **Instructions**

- 1- Regularly wash and cut your hair to keep a neat appearance. If you have facial hair, you can save money by maintaining it yourself at home with a set of quality clippers.
- 2- Visit the dentist at least once a year -- twice a year is optimal. Though you may brush and even floss your teeth daily, your dentist will be able to diagnose and correct any oral health issues you have. Such issues can lead to bad breath, and some can cause serious health problems.
- 3 - Bathe every day before work, or every night before you go to sleep. Bathing will not only cleanse your skin and keep it looking more healthy and attractive, but it will also help cleanse your body of odors. Simply smearing on perfume or aftershave does not help cover up body odor, and can in fact exaggerate it.
- 4 Wear deodorant or antiperspirant daily if you tend to sweat. Some people can actually get away with not wearing deodorant, but most people, especially those who have heavy duty jobs or work in warm climates, benefit greatly from it.
- 5 Keep hand sanitizer and facial tissues near your work desk. If you do not work at a desk, put travel sizes of these items in your pocket. Sanitizer and tissues will come in handy when you're ill and can also prevent the spread of germs resulting from touching dirty items, such as money and computer keyboards.
- 7- Trim your nails regularly, especially if you work in the food service industry. Some entities and industries have regulations regarding nail length for food employees, but even if you're not under such rules, trimmed nails will allow you to keep your hands much cleaner, and prevent the spread of germs to the food you handle.
- 8- Wash your hands thoroughly after each restroom visit; to prevent contaminating your hands again on the way out of the restroom, open the door with a paper towel and dispose of it at your work station or a nearby trashcan.

### **Communication Skills Essentials**

Introduction to communication:

We human beings communicate all day every day; we spend over 70 percent of our daily hours sending or receiving messages: speaking, listening, writing, reading, pushing keys on computers, watching the television screen. Since we communicate so much, we ought to be pretty good at it, but we're not good enough. There are probably as many opportunities to be misunderstood as there are people with whom we communicate. Different people interpret what you say in different ways, and not necessarily in the way that you meant, and you do the same with what they say to you.

Many of the problems we have on the job—and in our personal lives, too—involve some type of communication failure.

No one has yet found a theory or method or set of communications principles guaranteed to be 100-percent effective. Experts know a lot about why people fail in communicating, and they can explain the ingredients for success, but



there is no formula that will work everywhere, every time, for everybody. Nevertheless, understanding how communication takes place, why it fails, and what can be done to improve it will increase enormously the chances for success.

As a supervisor in a hospitality enterprise, you will be communicating constantly. You will be both a sender and a receiver of messages, and both roles will be very important. You must understand what comes down to you from the top so that you can carry out your supervisor's instructions and the policies of the company. You must communicate clearly with other supervisors to coordinate your work with theirs; you also must communicate effectively with customers. Most important of all, you must communicate successfully with the people you supervise so you will have the power to get things done. You cannot manage effectively if you cannot communicate effectively.

## INTERPERSONAL COMMUNICATION SKILLS

Learning Objectives:

- To understand what interpersonal communication is and appreciate its importance.
- To become aware of the main types of interpersonal communication.
- To develop skills for effective interpersonal communication.

Throughout your career you will face perplexing situations with superiors, subordinates, and peers. Communicating interpersonally is a “way of life” in organizations, as opposed to a focused activity in which you engage from time to time, such as writing a letter or preparing a formal presentation. Whatever else you do, you will be communicating interpersonally, almost nonstop.

Not only is interpersonal communication inescapable, but also your abilities in this area are of paramount importance. Interpersonal skills were ranked by personnel administrators as the most important requirement for successful job performance in a survey; another showed that 85 percent of people fired lose their jobs because they lack human relations or interpersonal skills

### What is interpersonal communication?

So what is “interpersonal communication”? It is a term applied to the verbal and nonverbal interactions in one-on-one or small-group settings. “People skills” and “soft skills” are terms often used to describe someone's interpersonal abilities. In the workplace, one who has good interpersonal skills can relate to and work with a wide variety of people, negotiate differences, handle conflicts, make requests effectively and receive information objectively. A person who has effective interpersonal communication skills will be open to the ideas of others and willing to put forward views of his or her own – both essential activities in the process of problem solving.

### Skills that are critical to effective interpersonal communication involve:

- **Assertion skills:** These verbal and non-verbal behaviors enable you to maintain respect, satisfy your needs, and defend your rights without dominating, manipulating, abusing, or controlling others.
- **Listening skills:** These skills enable you to understand what another person is saying; they include new ways of responding so that the other person feels his problems and feelings have been understood. These have been discussed briefly at the beginning of the semester.
- **Conflict-resolution skills:** These skills enable you to resolve or manage conflicts effectively and are explained in more detail in the supplementary notes.

## 1.0 ASSERTION SKILLS

Assertion comes from high self-esteem and an acceptance of own self. Assertive behavior acknowledges your rights as an individual and the rights of other people. When the occasion demands, an assertive person can disagree, stand up for his/her own rights and present alternative points of view without being intimidated or putting the other person down. In contrast, a person who feels threatened in such situations behaves with aggressive or non-assertive responses rather than with assertive behavior.

The pattern of behavior that leads to aggression or non-assertion is based on low self-esteem and feelings of vulnerability. Feelings of vulnerability make you feel threatened. A person who feels threatened has two choices of behavior in a disagreement: attack and aggression, or fear and non-assertion. An aggressive person may try to win at

all costs. This means dominating or humiliating others, even to the point of ignoring a suggestion that provides the best solution simply because it is someone else's solution. A submissive person, on the other hand, is unable to assert or promote a point of view. When unpleasant situations arise, a submissive person tends to avoid these, leaving someone else with the problem.

Assertiveness is not a strategy for getting your own way. Instead, it recognizes that you are in charge of your own behavior and that you decide what you will or will not do. Similarly, the assertive style involves recognizing that other people are in charge of their own behavior and does not attempt to take that control from them.

The assertive leader is able to direct others without feeling the need to manipulate or to be aggressive as he/she recognizes the rights of co-workers. The assertive follower recognizes the right of the manager or leader to make reasonable requests and to expect the job to be done. An assertive person is therefore comfortable with him/her and is able to negotiate and compromise without feeling uncomfortable.

Assertiveness is one of the techniques that show expressiveness and openness. It expresses responsibility for your own thoughts and feelings and gives open and honest feedback in the interaction. A useful technique to develop assertion and show openness with others is an "I" message.

### 1.1 The "I" message

Many communicators unnecessarily attack the other person when delivering a message:

"Your report is too sloppy; you'll have to retype it."

"This is the third time this month that you've been late for work; you'll have to be more punctual."

"That was a dumb promise you made; we can never have the job done by the end of the month."

Statements like these are often called "you" language because they point a verbal finger of accusation at the receiver. [Do not confuse this concept of "you" with the "you-attitude" in letter writing. The "you" in letter writing refers to the reader, and the "you-attitude" there refers to the reader-centered approach in writing in which you take into account what the reader wants or needs to know.]

Examples of "you" language in this context are: "You're lazy." "You're wrong." By contrast, descriptive statements are often termed "I" language since they focus on the speaker instead of judging the other person. Notice how each of the evaluative statements above can be rephrased in descriptive "I" language:

"I'm afraid the boss will get angry at both of us if we turn in a report with these many errors. We'll get a better reaction if it's retyped."

"Since you've been coming in late, I've made a lot of excuses when people call asking for you. I'm uncomfortable with that, and that's why I hope you'll start showing up on time."

"I'm worried about the promise you made. I don't see how we can get the job done by the end of the month."

Statements like these show that it's possible to be non-judgmental and still say what you want without landing any verbal punches. Such statements are a way of showing emotion and letting the other person know both how their behavior is perceived and how it affects you. One of the most effective ways to assertion statements is to use the 3-part assertion statement.

#### 1.1.1 The 3-part assertion statement

The 3-part assertion statement involves

- A non-judgmental description of the behavior to be changed;
- A disclosure of the asserter's feelings; and
- A clarification of the concrete and tangible effect of the other person's behavior on the asserter.

For example:

Behavior	When you do not let me know you will be late,
+	
Feelings	I feel annoyed



+  
Effects

To describe behavior non-judgmentally, it is recommended that one limit oneself to the behavior description and not draw inferences about the other person's motives, attitudes, character and so on. In addition, the description should be specific, objective and as brief as possible.

When it comes to disclosure of feelings, people from some cultures tend to be more comfortable than those from other cultures. Hence, it is not unusual for feelings to be stated less strongly (e.g. "I feel quite upset" instead of "I feel annoyed") or not to be disclosed at all, resulting in a 2-part assertion message.

For example:

Behavior	When you do not let me know you will be late,
+	
Effects	I am unable to reschedule my timetable.

In our interpersonal communication with others, it is always good to remember that assertiveness in one culture may be viewed as aggressiveness in another culture so try to adapt.

By concrete and tangible effects we mean those things that unnecessarily cost the asserter money, harm his possessions, consume his time, cause him extra work, endanger his job, and/or interfere with his effectiveness at work. A well-delivered assertion message that cites a concrete and tangible effect usually persuades the other person to change his behavior to meet the asserter's needs.

For more details on the assertion process, read Chapter 10 of Bolton's *People Skills* (pp. 158 - 176).

## 1.2 Feedback

Another type of assertion skills concerns feedback skills. Giving feedback is always a dangerous act because you will never be 100% sure how the recipient of your feedback will respond to it, much more act on it. But effective communication is based on giving and receiving feedback and effective feedback creates trust and an open relationship between the sender and the receiver. In an organization, appropriate, constructive feedback creates an open and encouraging organizational climate which, in turn, promotes a willingness to communicate. In contrast, a rigid or competitive environment can make most people reticent or hesitant to communicate and provide ideas.

The message you send in words is sometimes received incorrectly or is not exactly what you meant to say. Feedback lets the sender understand how the message is being received and helps the receiver confirm whether their perception of the message is correct or incorrect.

In interpersonal communication, show your receptiveness, attentiveness and interest in the other person by physically attending to them with nonverbal communication. Indicate through spoken communication that you are receptive and willing to listen to the other person. Check your understanding of the other person's message with a mirror question, for example, "So what you're saying is..." before you give your response. Open-ended questions such as "Can you tell me more about it..." are helpful as the person is free to respond in different ways.

Keep feedback specific rather than general with clear and specific examples of recent behavior, for example. “This file could do with a tidy up” instead of “Your files are always untidy”; the feedback describes what needs to be done rather than judging or threatening the other person.

Give feedback at a time when the person is ready to accept it. If the receiver is upset or defensive, he/she is less likely to accept suggestions or new material. Create a suitable time to give feedback as this is more likely to change the unsatisfactory situation. Only include behavior that the receiver is capable of changing and only include what the receiver can handle at a particular time. It is destructive to bring up past behavior and grievances.

When you give immediate and specific feedback, respect the other person's right to respond. Take the time to listen. Acknowledge the response. In some cases, the response and feedback may indicate a need for you to change your behavior.

## Different types of feedback

Feedback within organizations can be of different kinds:

- Negative feedback
- Positive feedback from superiors
- Positive feedback from co-workers
- Self-evaluation

Negative feedback is not necessarily detrimental to the receiver; the result depends on how the feedback is provided. Positive feedback from superiors and peers encourages the repetition of that behavior and acknowledges the role and contribution the individual makes to the organization. People also self-evaluate their own work and interactions with other people. Self-evaluation lets the person compare the results or behavior with his/her perception of the results.

Appropriate and accurate feedback helps communication. Inappropriate and inaccurate feedback hinders communication, as most business managers or supervisors communicate face-to-face with their staff or employees. Their ability to provide appropriate feedback helps the development of effective working relationships and enhances the productivity of their business.

### 1.3 Giving Criticism (or constructive feedback)

In the real world of work, criticism is a fact of life; sometimes you have to deliver a complaint, and other times you are on the receiving end of others' gripes. Therefore, it is important that we learn to deliver it effectively and accept it without becoming defensive.

The following list contains suggestions to help you maximize the chances of having your receiver understand and accept criticism:

- Be sure you have the authority to critique the receiver. If you don't, he or she will most likely reject the criticism and resent you for delivering it.
- Criticize one relevant concern at a time. People become overwhelmed, confused, or dejected when faced with a long list of complaints. Be assertive but consistent; repeat and clarify the issues, but do not argue about them.
- Check your facts. If your receiver identifies, even one small element of your concern as being false, he or she could focus on it, argue about it, and move the conversation away from the issue at hand. Once a sender's credibility on an issue is tainted, the goal cannot be accomplished.
- Criticize privately, preferably face-to-face. Criticism is difficult enough to receive without being embarrassed in the process. Give the receiver an opportunity to retain his or her dignity and to use every available verbal and nonverbal cue. Be sure no one interrupts your meeting with a phone call or office visit.
- Offer only constructive criticism. Comments that are clear, specific, and show receiver benefit will be most effective; rather than saying "Your proposal is disorganized, contains computational errors and is writing disasters", say "All the elements of a good proposal are here; they just need to be reordered. By placing the strongest element first, we can capture and hold the reader's attention. Double check your figures and be sure grammar and punctuation are correct."
- Use the you-viewpoint; criticize the action or item, not the person. Instead of "You are abrupt with customers" say "Being abrupt with a customer's portrays the company as uncaring" or "You'll make a more positive personal and corporate impression if you are courteous with customers".
- Be sure the receiver knows your criticism in one area won't cloud your overall judgment of him or her. Show respect and appreciation for what the person has done in other areas. Criticize personal items (e.g., hygiene, dress) only when they relate to work performance.
- If appropriate, accept partial responsibility for the problem. An introduction such as "Perhaps my directions weren't clear" can temper the impact of the criticism that follows.
- Be aware of the verbal and nonverbal cues that accompany your message. Use a conversational pace and tone. Pointing with a pen or your finger, for example, creates an aura of accusation.

Allow the receiver time to process and respond. Even when the receiver knows the purpose of the meeting is to discuss behavior or work performance, hearing the message may have an emotional impact. Accept silence and

emotional displays. Listen actively and empathetically. When people believe they have been heard and understood, they are less defensive.

#### 1.4 Feed forward

Feed forward is information sent before the main message. Appropriate, constructive feed forward lets you say something about the message yet to be sent. Appropriate feed forward is brief and clear. The receiver will become side-tracked and have doubts or questions about your motives if feed forward takes too long.

Feed forward can disclaim the main message when you feel the main message might offend the receiver or reflect badly on you. You might disagree, for example, by saying, “I’m not really expert in the area but...” In this way you express your disagreement by using the feed forward part of the message to indicate the coming disagreement. At the same time, you also let the listener know he can reject your message without rejecting you. How often have you heard someone place before a message they feel may be poorly received a disclaimer such as “I’m not a racist but...” Another way to prepare the receiver for your message is to place the person in a specific role and ask him to respond from that role, for example, “If you were the boss, how would you feel about...” Alternatively, you can place yourself in another role to show your point of view, for example, “If I were the boss, I would...”

Knowledge of feedback and feed forward increases your awareness of the constant flow of communication between people. In this flow, feedback takes place after the message has been sent, whereas feed forward takes place before the main message is sent.

#### 1.5 Making Requests and Giving Directives

How you make requests or give directives also depends on your assertions skills, as making requests is a crucial activity on the job, particularly when you are a new employee. Consider your past experiences, even as a student. During your first few weeks in NUS, you undoubtedly needed to ask a large number of questions to learn your way around. Settling into a new job can be even more intimidating.

Many people are reluctant to request information or help for fear of appearing stupid or helpless, but you can phrase your requests so that they benefit you in two ways: by providing you with necessary information and resources and by fostering a positive image of you because of your curiosity and enthusiasm for your job.

How can you be sure your requests are effective? First, be specific. Second, be sure you are asking the right person for the information. If you’re not sure, ask an exploratory question first, such as “Are you in charge of accounts?” If the answer is affirmative, make your request, for example, “How do I allocate the money for next month’s regional meeting?” Third, be confident when making your requests. If you have tried without success to find the information or to complete the job yourself, you are justified to ask for help and others are usually willing to cooperate, particularly if you know exactly what you are asking for and phrase your request in a clear and friendly language.

Giving directives is another important assertion strategy, particularly when it complements a positive request-making style. Regardless of your position in the organization, you are likely to need both of these strategies to achieve your goals. The following list shows the difference between requests and directives:

Requests	Directives
“Can you help me solve this problem?”	“Be sure to finish this project today.”
“Can we meet sometime today?”	“See me at 10.30.”
“Which file should this go in?”	“File this.”
“Is there any way we can finish the report today?”	“I am expecting the report today.”

Making requests creates a supportive climate and gives people a sense of control in carrying out their responsibilities. Those who carry out requests are likely to have a better attitude and to perform their duties in a more effective manner than those who are expected to obey directives. Nevertheless, in situations that call for specific action, directives may be more appropriate than requests (for instance, when there is danger).

It is possible to give directives in a positive way that does not assume a power imbalance; you can do this by explaining the reason for the directive. Do not simply make a demand without telling co-workers why they should do what you say. Indeed, if you give a directive, you should have an important reason for doing so and be willing to explain it to others. They are much more likely to cooperate when they see the need for such action. The directives in the table above can be rephrased like this:

Original Version	Rephrased Version
"Be sure you finish this project today"	"Be sure you finish this project today. Lisa needs the results tomorrow morning".
"See me at 10.30"	"See me at 10.30. We need to discuss the plans for the sales meeting.
"File this"	"File this. I am expecting an important call".
"I am expecting the report today"	"I need the report today because it is important that we stay on schedule".

Although we have suggested, in the preceding sections, various techniques for improved communication with others, ultimately there is no "magic formula": we have to bear in mind that what works in one situation may not work in another. This is because we are dealing with human beings and not machines, with all our egos and sensitivities. What is important is that we must learn to be aware of ourselves and of others – and basically to respect and treat others as we ourselves wish to be treated.

### 1.6 Culture and assertion skills

The role of culture in assertiveness must also never be underestimated. In fact, culture does play a great part in the way we assert ourselves to other people. The "I" language, for example, is an excellent strategy to assert ourselves by showing respect for others while standing up for our own rights. Similarly, giving feedback is inevitable if we want our workplace to succeed. Moreover, there is much wisdom in knowing how to make requests or direct others to do what we expect them to do.

However, as it should be clear to you now, assertiveness is not simply about choosing the right words and phrases, and then you are fine. Assertiveness requires you to have appropriate tone, and this can only be achieved if you know more about the person or people you are dealing with, what their cultural expectations are in so far as, for example, receiving feedback is concerned, whether they function within an individualist or collectivist context, and so on. For example, how many times have you heard of comments like, "He is brutally frank. I don't like him" or "She's rude" even if, looking back, this "brutally frank" or "rude" person was actually following the "I" assertion skills? What may be good assertion skills in some culture may be plain aggressive behaviors to others. There is more to interpersonal skills than a skillful use of language.

For example, check out this authentic letter:<sup>1</sup>

Dear Wee Siang,

I was planning to have a word with you this afternoon regarding my request to you to supervise the new team of quality controllers from Latin America starting in January 2009.

George told me that she had spoken to you about my request, and I am pleased to learn from her that you have agreed to take on the challenge. Thank you very much!

If you should have any queries regarding the work, please do take hesitate to speak to George or me any time.

Once again, I'd like to express my sincere gratitude to you for your dedication and contributions to QC Media Development™.

Best regards,  
Kum Hoong

<sup>1</sup> No words have been changed, except the names of people and the company they work in.

How do we understand this letter? First, supervising a new team of controllers is considered in this company as a thankless job because of the tremendous amount of preparation that goes into it. In short, this new assignment given to Wee Siang is something that no one in the office wants to take on.

Second, you will notice that the boss, Kum Hoong, did not go straight to Wee Siang to tell the latter about the new assignment. Kum Hoong has delegated the task to George. The communication flow is indirect in this sense. The boss does not wish to receive a No from Wee Siang directly.

Third, the culture in the office is one where work that is requested is actually a directive. No one refuses the boss, in other words.

The email above is a very friendly letter. In it the boss speaks of his “request” twice, and refers to Wee Siang’s acceptance as Wee Siang having “agreed” to take on the new task. So, if you do not know the specific corporate culture of QC Media Development™, you might end up thinking that a request has been made and someone has accepted it. On the surface, it is a request; culturally, it is a command.

Something to think about then: what is the role of context in determining the desirability of a piece of writing?

## 2.0 LISTENING SKILLS

### 2.1 Paraphrasing

There are three situations when we may wish to paraphrase, or re-phrase, the message we have just heard: when we are uncertain of what the other person is saying; when we want the sender to hear and understand what he/she has just said; and when you let the speaker know you want to understand his/her message. The following discussion is limited to the last situation.

Paraphrasing the other person’s message gives an understanding response that shows your desire to understand rather than evaluate him/her. Paraphrasing is more effective when you restate the sender’s messages in your own words rather than try to repeat the exact same words spoken by the sender. As you paraphrase, match the level of your response to the level of the speaker’s response. To respond in a serious way when the speaker is being shallow and light in his approach is inappropriate.

When you demonstrate your understanding by paraphrasing the message, the sender’s defensiveness or fear of being judged is reduced. A closer interpersonal relationship is built between the sender and the receiver. In work situations, paraphrasing instructions or oral messages can reduce misunderstanding and lead to greater effectiveness.

### 2.2 Receiving Criticism

Perhaps the only thing more difficult than giving criticism is receiving it. When faced with criticism, people generally respond with “fight or flight” behavior. Fighting manifests itself as defensive, argumentative or counterattack remarks. Fleeing can be physical (e.g., avoiding face-to-face or telephone contact) or mental (e.g., tuning out). In the long run, neither method solves the problem as effectively as (i) agreeing with the criticism or (ii) seeking more information.

#### Agreeing

Criticisms can be based on facts, perceptions, or both. If, for example, your supervisor identifies computational errors in your work, he or she may perceive these facts as being related to inability or carelessness. Arguing about the facts (computational errors) is futile, but you can redirect the perception by pointing out that these errors are the exception, not the rule, in your work performance. You can, however, acknowledge that you understand why he or she might feel you let him or her down. Acknowledging the other person’s feelings doesn’t mean you agree with them; say what you will do to minimize the likelihood the problem will be repeated.

#### Seeking more information

Showing interest in what prompts the criticism can help you decide how to fix whatever prompted it. Consider doing the following:

- Ask for specific examples. “You’ve said I’m not presenting a good attitude to customers. Can you describe exactly what I’m doing?” (Beware of your tone!)
- Describe a situation and ask whether it illustrates the problem. “Does the formula error in the spreadsheet I prepared on the Miller account illustrate your concern?”
- Paraphrase the criticism to focus on an outcome. “Are you saying that when my work contains errors it creates problems for the people who must use it?”
- Ask how you can improve. “Other than proofreading more carefully, do you have any specific suggestions that might help me?”

### 3.0 CONFLICTS-RESOLUTION SKILLS

Conflict is inevitable; a conflict can occur in your personal life or at work. In the workplace, conflict may arise between you and a co-worker, between two employees you supervise, between your department and another, or between your organization and a customer or client. Its source can be differences in personalities (e.g., extrovert and introvert), goals or expectations, values or beliefs, circumstances (e.g., money and time), or facts (e.g., different sources). Conflicts associated with values and beliefs tend to be the most difficult to resolve because they are so deeply rooted. When faced with conflict, you have four options:

- **Yield.** This approach should be used when the issue is less important to one person than to the other or when maintaining the relationship is more important than the issue. It is also the logical approach when one person knows he or she can’t win or wants to bank a favor.
- **Compromise.** This approach works best when the parties have some areas of agreement on which a mutually agreeable solution can be built or, as in yielding, when the relationship is more important than the issue.
- **Overpower.** This approach should be used only in an emergency or when the issue is more important than the relationship.
- **Collaborate.** This approach requires people to work things out. It fits best in the situations that may repeat themselves or when the relationship has been long term.

Conflict may be healthy or destructive. At its best, conflict fosters creative thinking and the opportunity to improve. Healthy conflict is marked by the ability to disagree on one issue while working collaboratively on others. At its worst, conflict sabotages relationships, destroys morale, and polarizes people; fortunately, destructive conflicts can be resolved. The following techniques can be used either when you are directly involved in the conflict or when you are an outside party with a vested interest in seeing it resolved.

#### General techniques to resolve conflicts

- Act promptly.** The longer a problem goes unattended, the greater the chance it will escalate into a major issue. If the conflict involves emotions, the parties will need time to cool off; 24 to 48 hours should be sufficient.
- Schedule a meeting.** Whenever possible, meet face to face so that the participants can take advantage of nonverbal cues. Choose a neutral location so neither party has a territorial advantage.
- Use active listening.** Every conflict has two sides, and each person fervently believes his or hers is the accurate or “right” side. Both people want to be heard and understood. Before a conflict can be resolved, both parties must be able to separate what happened from what they feel about it. Paraphrasing can be valuable in this effort.
- Focus on the problem, not the person.** Laying the blame delays resolution. The parties must respect themselves and each other.
- Brainstorm solutions.** Look for win-win opportunities; negotiate if necessary.



**f. Formalize the solution.** Putting the solution on paper allows both parties the opportunity to see as well as hear it and minimizes the likelihood that they will later disagree on the solution.

**g. Implement the solution and set a date for follow-up.** The follow-up creates an air of accountability.

### **When you are involved**

One person in a conflict must initiate resolution; although some perceive the person who takes the first step as the weaker party, others believe he or she is the stronger. In the workplace, the latter is more likely to be true.

Before you approach the other person, critically analyze the situation and your role in it. If you don't know the basis for your position, you won't be able to explain it. Bring your emotions under control; place organizational goals above personal goals.

When you approach the other person, do so with sincerity. Issue an invitation rather than a directive, telling the other person you must meet will create more tension.

During the meeting, let the other person tell his or her story first, paraphrase to verify that you understand both facts and feelings, ask for specific examples and facts, but choose your words and tone carefully. Getting angry, arguing, telling the other person how he or she should feel, making statements that ridicule or criticize the other person, or telling him or her to be quiet and listen will make the situation worse. As you listen, look for areas of agreement. When you tell your story, begin by citing areas on which you agree. Then move to those on which resolution will be necessary. If the list is short or simple, begin immediately to look for solutions. If the list is long or complex, schedule a second meeting with the understanding that you'll each come to it with possible solutions.

## **COMMUNICATION WITH TOURISTS**

### **WHAT TO SAY TO A TOURIST**

Communicating with a tourist is different from talking with someone local; this is mainly because the tourist has been travelling from one place to another and has a variety of expectations.

It is often difficult to know what to say to a tourist, who is a stranger, especially a stranger who may know nothing about your country and may not know your language. In this module, participants will define what a tourist is, discuss the kinds of things tourists may be interested in, set some 'rules' for discussion, and practice greeting a tourist.

#### **Learning outcomes**

By the end of this module, the participants should be able to

- define what a tourist is
- identify tourist expectations
- know what to talk about with tourists
- Communicate host community expectations to tourists.
- Resources
- video of host greeting tourist
- Leaflets of local tourism product — events, handicrafts, hotels, etc.

### **HOW TO MAKE A TOURIST FEEL WELCOME**

Tourists usually meet many people during their trip. When they come to your place, they may be tired from travelling or unsure about the new environment.

Hospitality is more than just knowing the right things to say. It means making tourists feel welcome by developing and using appropriate

- skills

- knowledge
- attitudes

Learning outcomes

By the end of this module, participants should be able to

- explain why it is important to warmly welcome tourists
- describe the needs and expectations of tourists
- demonstrate how to welcome tourists
- Demonstrate good personal presentation and grooming

## KNOW YOUR CUSTOMERS

Every day you may deal with many tourists. It is important that you identify the type of customers, and the products and services they need.

Types of tourists

Tourists may be

- Internal (inside) tourists visiting from a neighboring island or town
  - International tourists from overseas
  - Discuss with the participants the kinds of people they might meet as tourists
  - Here are some of the examples from Module 3. You and the Participants may think of others:
  - Families
  - Backpackers (people staying in cheap hotels)
  - Honeymooners (people who are newly married)
  - Tour groups
  - How would their behaviors and needs be different?
- Tourist needs and expectations

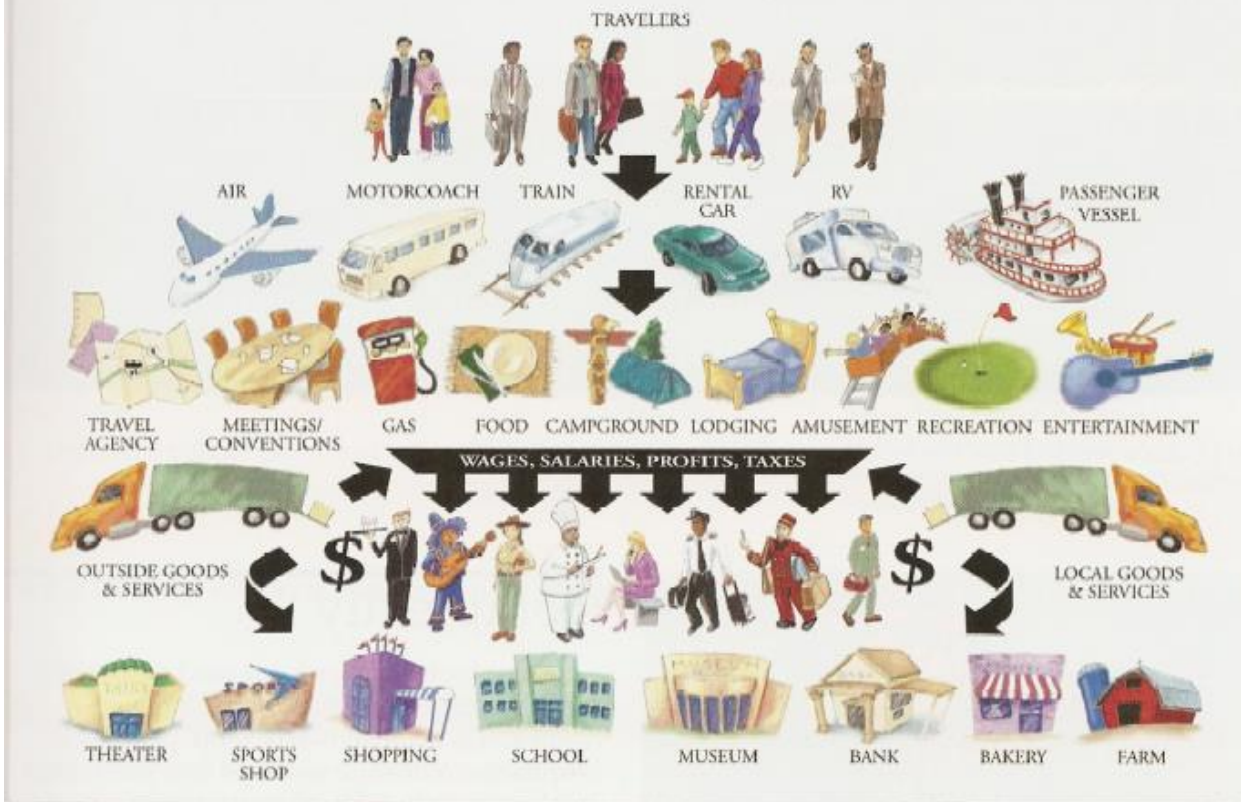
## HOSPITALITY

### DEFINING THE HOSPITALITY

The hospitality field, by definition, is a service industry. Its task is to create shareholder wealth by servicing and satisfying guests. Industry segments include, among others: hotels, restaurants, private clubs, managed food service, event planning, tourism related businesses, and travel providers. More often than not, the product purchased is either intangible or the perceived quality of the product purchased is **impacted** by the service method in which it was received.



# HOW TOURISM DOLLARS ARE SPENT



Travel Industry Association of America

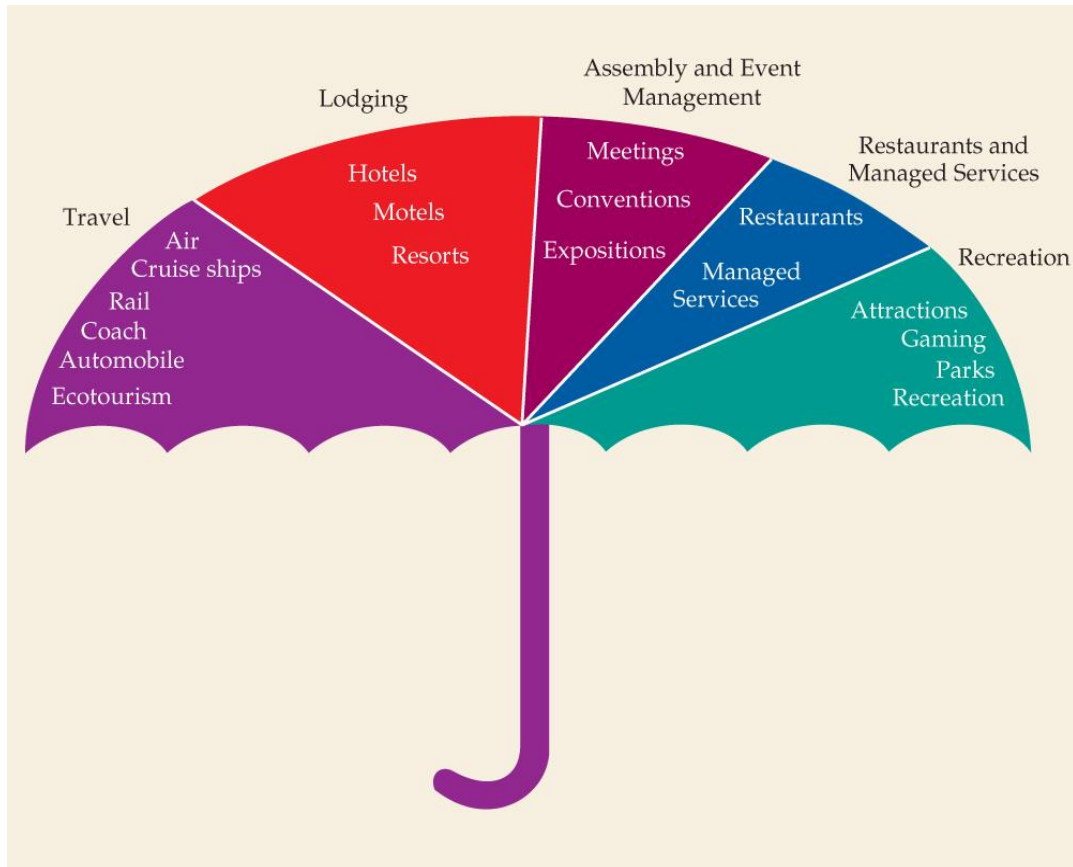
1-3 The money that tourists spend is important to the economy.

## Hospitality is:

- ✓ The act of kindness in welcoming and looking after the basic needs of guests or strangers, mainly in relation to food, drink and accommodation
- ✓ Refers to the relationship process between a guest and a host
- ✓ The reception and entertainment of guests, visitors, or strangers with liberality and goodwill (Oxford English Dictionary)
- ✓ Derived from the Latin word *hospitare* meaning to “receive as a guest”

The Hospitality Industry includes companies or organizations which provide food and/or drink and/or accommodation to people who are away from home.

Scope of the Hospitality-Tourism Industry



## THE SUCCESS OF THE SERVICE

Focus on the guest

- Understand the role of the guest-contact employee
- Weave a service culture into education and training systems
- Thrive on change

## DISNEY SERVICE MODEL

Smile

Make Eye contact

Respect and welcome all guests

Value the magic

Initiate guest contact

Creative service solutions

End with a “thank you”

## “SEVEN DEADLY SINS OF SERVICE”

- Apathy (absence of passion)
- Brush-off (To ignore or behave coldly toward);
- Coldness
- Condescension (lack of respect)
- Robotics
- Rule book
- Runaround (form of evasive excuses )

# CUSTOMER SERVICE, LOYALTY & SATISFACTION

## WHAT DO WE MEAN BY 'EFFECTIVE CUSTOMER SERVICE'?

'Quality' is the customer's overall view of the relative superiority/inferiority of a service or product. Customer satisfaction depends on experience of individual service transactions and feelings about the overall service received - a customer's previous experience can significantly add to or diminish their level of expectation. We have an opportunity to 'add value' through the way we provide customer care.

## FACTORS INFLUENCING SERVICE QUALITY AND CUSTOMER SATISFACTION

- Responsiveness
- Attentiveness/helpfulness
- Care
- Friendliness

These factors, though largely *intangible*, yet are very *critical*.

Customers look for 'value for money' – this is not the same as the cheapest option.

## RESPONSIVENESS

- Respond quickly to customers
- Respond appropriately if they have had a negative experience (for example if they have been kept waiting) - 'I'm very sorry you were kept waiting, how can I help?'
- *Under promise and over deliver*
- Respect the customer's need for information and control (*i.e. a need to feel that they have an impact on what happens*)
- Build your knowledge of your services/products, organization and communication channels – the customer's perception of the organization will be improved through your informed approach.
- Successfully managing a customer transaction requires personal communication skills, including active listening and effective questioning.

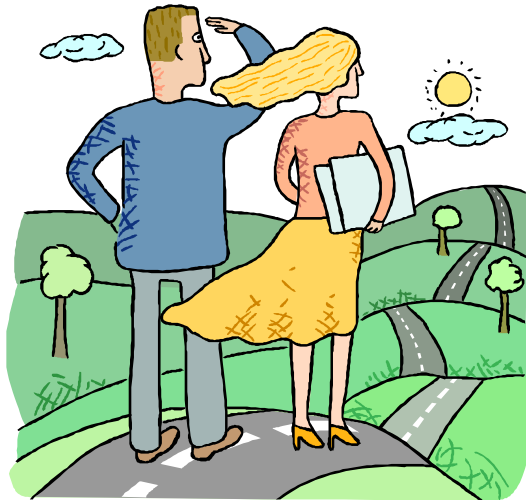


## THE IMPORTANCE OF COURTESY, HELPFULNESS AND FRIENDLINESS

These are factors within your *personal control*. Think about the degree to which you personally influence customer perception - customers generally think better of an organization that manages conflict and handles complaints effectively. Interestingly, there is a direct link between satisfied customers and satisfied employees.

- Deal proactively with problems - question assertively to establish the real causes.
- Tell the customer what CAN be done rather than what can't – it is more positive and encourages feelings of control on the part of the customer.
- Be precise and to the point – mistakes annoy customers and may lead to assumption that the organization is inefficient.
- Build rapport - people need to feel respected and important; customers like to have their viewpoints and feelings taken into consideration.

- Be positive and proactive – help the customer visualize the outcomes when offering solutions.



### WHERE DOES IT FIT INTO MY ROLE?

‘Customer Service’ is part of all of our jobs – we tend to think of the customer as someone who buys our service.. but another description of a customer is ‘a person one has to deal with’ – so we ALL have customers.

Customer-focused organizations tend to:

- Have better reputations
- Be more competitive
- Be more productive and profitable
- Have a better image with their customers
- Experience fewer complaints and errors
- Show improved employee morale

### INTERNAL AND EXTERNAL CUSTOMERS

Customers fall into two categories – EXTERNAL and INTERNAL.



External customers buy our services – THEY are the reason the business exists.

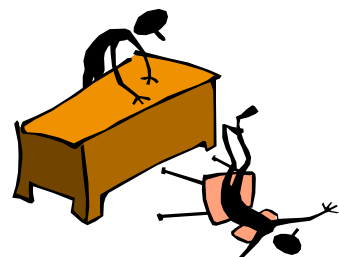
Internal customers work within our organization and rely on us for the material, services and information that they need to get their jobs done.

Treating our colleagues as customers is the best way to build a customer-focused organization.

Next time we talk we may be asking a colleague to supply us with a service – if they feel we have previously been unhelpful, discourteous or slow in providing something they needed, they may well respond in kind..

With our internal customers, it is sometimes useful to separate ‘needs’ from ‘wants’ – prioritize what they genuinely need and defer some of ‘in an ideal world’ stuff if necessary.

With external customers, try to meet ‘needs’ and as many of their ‘wants’ as possible - this will build a service reputation. There are a variety of ways in which we can identify an external customer’s needs:



- by discussing their needs with them
- by asking for Customer Feedback
- by analyzing complaints
- through Staff Feedback
- carrying out Market Research
- through Customer Surveys
- through Questionnaires
- through Customer Audits
- through Attitude Surveys



A thought for managers...

Staff who feel badly or unfairly treated will often deal with their customers in the same vein – so quality of service (and business reputation) is affected by the way they feel

Never treat customers as if they are an interruption

Customers are the reason we do our job – they are the **MOST IMPORTANT PART** – without them we serve no purpose

Don't let the tasks of your job distract you from its purpose – you risk becoming a 'busy fool', so focused on the day-to-day pressures of the job you forget why you're doing it!

Customers are fickle creatures – they tend to take good customer care as a given – only noticing when they don't get it. In fact, keeping the edge is a never-ending task, other suppliers will soon take advantage of your ideas and in any case what was originally 'added value' to the customer soon becomes the norm.



## **MARKET YOUR SUCCESSES – BRING THEM TO YOUR CUSTOMER'S ATTENTION AND STRESS THE BENEFITS OF YOUR SERVICE TO THEM**

### **RELATIONSHIPS WITH SUPPLIERS**

Building relationships with our suppliers is also an important aspect of our ability to offer excellent customer service. If our relationships are good we're more likely to get better service ourselves, helping us in turn to respond more effectively to our customers' needs.

Remember, suppliers can be external to our organization or they may be other employees on whom we depend for materials and/or services - and good relationships are built by the way we work and interact with one another. So always try to:

- make eye contact with them
- say 'good morning/afternoon'
- make it clear that you need their help
- say 'please' and be specific about what you want and when you want it by
- be exact about special requirements
- make sure they have the authority to do as you ask
- Don't expect them to be Mind Readers!

Don't be unwilling to ask for their help – they may be able to make suggestions you haven't thought of.



## HOW YOU AFFECT CUSTOMER CARE

Think about the way you look and behave – this has a major impact on how customers perceive you and your organisation.

Negative impressions are often applied to the whole company – however unrepresentative they may be!

**FIRST IMPRESSIONS** – you only get one chance- a few seconds that leave a lasting impression

Make sure it is a good one!

Try to always be courteous and considerate and greet customers with a smile, listen carefully and make sure you have fully understood their needs – you may want to practice using active listening skills.



## LISTENING SKILLS

'We can hear without listening and listen without understanding'. According to folk lore we were born with two ears and only one mouth because we were meant to listen twice as much as we talk..

Listening is about HEARING, UNDERSTANDING, EVALUATING and RESPONDING

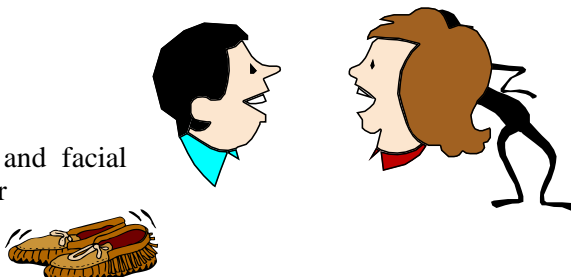
Poor listening happens because of:

- perception – people sometimes jump to conclusions about the content of a communication and assume it will be boring or unimportant – we all have perceptual filters and these can prevent us from accurately hearing and understanding
- We're rarely taught to be good listeners.
- Semantic problems - differing usage/understanding of words.
- Gap time – the brain is capable of processing more than 500 words per minute – but most people can only talk at about 140 words per minute – this allows the brain to 'wander' and we lose concentration.

## THINGS TO DO TO IMPROVE YOUR LISTENING

### Do

- Stop talking.
- Minimize distractions
- Observe body language
- *Show* you are listening – use eye contact, nodding and facial expression – this will encourage confidence in the speaker
- Empathies, 'walk a mile in their moccasins..' – this will help your understanding of how the problem is for them..
- Deliberately separate fact from emotion – to understand the problem it must be un-obscured by emotion
- Watch carefully for incongruence (actions not matching words) – e.g. lack of eye contact, hesitation, contradiction
- Listen to what is said and what is *not* said..
- Listen to *how* something is said
- Avoid prejudice - think about the words you are hearing and not the person saying them





- Keep an open mind
- Remember listening is not problem-solving
- Repeat key words mentally to help you remember what has been said
- When you respond paraphrase what you have understood so far, if you need to go over something again, do so
- Check that your own messages have been understood
- Listen attentively – if you are thinking about what to say next, or preparing an answer you are not giving your full attention
- Keep your promises
- Use open questioning and summaries to make sure that you have understood
- If you need to take notes explain this to your customer first – bearing in mind that this may affect the quality of your listening

#### Don't

- Read hidden meanings into what is said – take at face value until proved otherwise
- Hear only what you want to hear
- Dominate the conversation – ask open questions

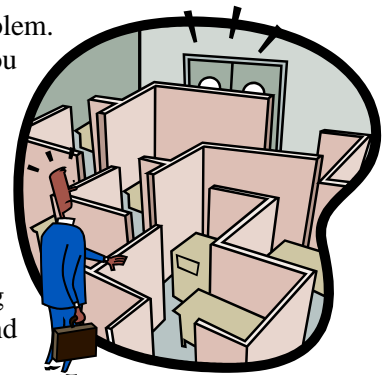
#### Remember

## COMMUNICATING WITH CUSTOMERS

86% of communication over the phone comes from tone of voice – use your voice effectively through the way you use inflection, pace and volume. Smile when you're on the phone – this has a *physiological* affect (smiling raises the soft palate at the back of the mouth and makes the sound waves more fluid, affecting the tone of your voice). Sit up straight and avoid distractions.



- When a customer complains – listen to the whole story, let them 'vent' – they won't be interested in anything you have to say until they have!
- Most people assume that when a customer is obviously upset that the response should be low key, calm and measured but the customer will often respond better if you also show your concern by matching their *intensity*. Show your concern through your voice.
- Use inflection to show interest and concern.
- Adapt the volume of your voice to get the customer's attention.
- Adjust the rate of your speech to match that of the customer (pace).
- Adjust intensity to match the pace of the customer.
- Always show your concern and a genuine wish to help them with their problem. Apologize - this need not mean that you will be accepting liability - rather you are genuinely sorry they have had a problem.
- Tell the customer what action you intend to take and keep them informed throughout.
- Take ownership for making sure the matter is progressed.
- Avoid passing people around and if you can't deal with a problem, make sure that it is taken up by the right person.
- Build trust – if you say you will do something, *do it*, Keep to deadlines, ring back when you say you will, keep people informed; always be sincere and honest.



LISTEN



RESPOND



- Don't take customer complaints personally - it is usually the situation that has upset them, you are listening to someone in an 'attacking mode'.
- Be professional and flexible when trying to meet customer needs but don't agree to unrealistic expectations you can't fulfill.

## SOME BASIC RULES FOR DEALING WITH CUSTOMERS ON THE PHONE

- Answer promptly, greet the caller and give your name. (You will probably use different greeting depending on whether you are answering your own direct line, a departmental or business line); Know the different ringtones associated with internal and external calls.
- Ask how you can help.
- If possible, use the customer's name or preferred salutation – choosing the right form of address is important; if they refer to themselves as 'Professor', call them Professor. The clue is usually in the way they refer to themselves
- Never leave a colleague's phone ringing - take a message for them.
- Know how your telephone system works.
- Ask for the caller's number in case they are cut off, you can then ring them back. (It's also important when you're transferring the call so that the recipient knows to whom they are talking)
- Never assume callers are willing to 'hold' – always ask first. If they prefer not to hold, find out whether they want a return call, to leave a message or would like to speak to someone else.

## TRANSFERRING CALLS

- If you need to transfer a caller explain who you are transferring them to and why – and ask permission to transfer them.
- Don't hang up before the person to whom you are transferring has answered, tell them the customer's name and brief them on the nature of the call.



## TAKING MESSAGES

- If the person the caller has asked for is unavailable – explain in a way that leaves a positive impression with the caller.. Be professional - don't disclose information such as 'he/she's out sick/on holiday/off on a jolly..' Instead say 'I'm sorry Jo isn't available at the moment – can I take a message for you?'

## DEALING WITH ABUSIVE CALLERS

Very occasionally you may have to deal with someone who is angry/using inappropriate language – if this happens you should:

Respond politely by saying 'I'd like to be able to help but I'm having difficulty with the kind of language you are using. Could you please refrain from using that kind of language?'

This is often enough to bring the customer back down – they may not even have realized they were swearing. If they continue to swear – 'As I said, I'd like to help but I can't respond to your problem because of the language you are using. Would you please stop!'

If they don't stop KEEP CALM and tell them that you are no longer able to deal with their problem but that you will get your manager to call them to discuss it. Then hang up and pass the matter to your supervisor.

## VOICE MAIL

If you use voice mail:

- Check your messages frequently
- Call back within 24 hours (or less if the call is urgent or important)

- Only use your voice mail if you are not at your desk and unable to answer a call
- Change your voice (and email) if you are going to be out of the office for more than a day

## RAPPORT

Try and build rapport with every customer – this encourages them to feel ‘this person thinks like me – I’m comfortable with them’.

We all experience rapport – it’s quite natural with some people – for example you see friends lean in towards each other, they use similar expressions, gestures and voice tone. ‘Mirroring’ helps us build up rapport and is the skill of sensitively reflecting/duplicating someone else’s behavior. (*People instinctively know if you are doing this without respect*)



When trying to build rapport we can either mirror or match – subtlety is important so practice this.

Notice:

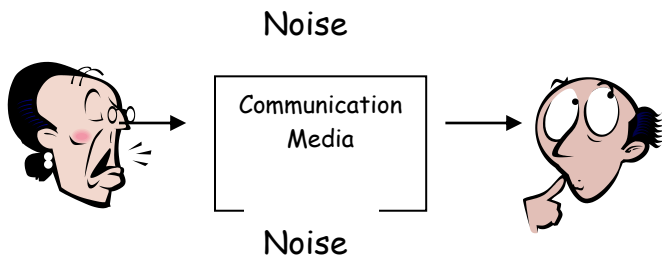
- Body language
- Hand gestures
- Expression
- Weight shifts
- Breathing rate
- Feet movements
- Eye movements

Try for example to mirror the other person’s posture – or if they tend to make gestures with their hands, you do the same. Mirroring is done as an immediate reaction to the other person; ‘matching’ involves a time delay. If someone is gesturing as they speak you could choose to lean forward to show interest, then when you make your response use the same or similar gestures.

## COMMUNICATION

Effective communication is essential to good customer care.

The communication process:



ENCODING, is the means of organizing our ideas into SYMBOLS (such as words and gestures) to communicate with the receiver.

DECODING, is the process of interpreting the message Face-to-face and oral messages have an added dimension - non-verbal gestures and facial expression.

Decoding the message leads to action – if the receiver reacts **IN THE WAY THE SENDER INTENDED** – communication was successful.



NOISE, is anything that gets in the way and blocks or distorts the intended message.

Communication is IRREVERSIBLE – have you ever said anything you wish you could take back?

We use both verbal and non-verbal symbols:

- Variation in tone, pitch, loudness, rate and hesitation.
- Non-verbal – body contact, nodding, expression, gestures, proximity, posture, eye contact.

The more we observe the words and actions of others the more we are able to understand the messages they send. 80% of our communication comes from non-verbal symbols.



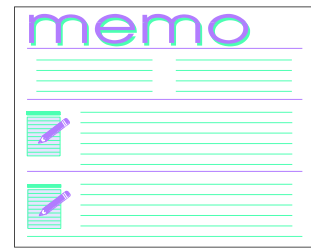
**Non-verbal communication is more meaningful than verbal.**

Miscommunication happens because people interpret the meanings of words differently and tend to make assumptions before they have all the facts - important non-verbal messages are sometimes missed. Non-verbal communication clarifies verbal messages – gesture, action and demonstration help to reinforce and explain. When spoken and non-verbal messages conflict, the non-verbal is usually strongest.

So to get more of a message we need to:

- Be aware of changes in skin color/muscle tone and expression.
- Watch eye movements.
- Notice breathing rate.
- Notice posture.
- Note CONGRUENCE and INCONGRUENCE between verbal and non-verbal messages.

Face-to-face communication is often the best choice when dealing with difficult customers because by meeting them face-to-face, showing that you are listening, making eye contact, smiling and using other positive body language, you may be able to defuse the situation.



## WHEN TO WRITE

When you want to:

- Give information
- Request information
- Make recommendations
- Request action
- Confirm action



## WHEN TO USE THE PHONE

When you want to:

- Speak to someone quickly and directly.

- Save time.
- Say 'no' (easier than face-to-face?)
- Confirm details.
- Add the 'personal touch'.

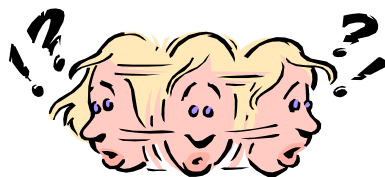
## FACE-TO-FACE RULES

- Acknowledge people immediately, even if you can only do it through your body language – there's nothing more annoying than feeling ignored.
- Apologies if you have to keep them waiting.
- Use positive body language.
- Make eye contact.
- Smile.
- Nod.
- Respect personal space.
- Don't fidget.
- Don't frown.
- Don't look bored or distracted.

## PRODUCT KNOWLEDGE

Getting to know your 'product' is an important step in being able to meet and *go beyond* customer expectations. Keep your knowledge up-to-date – having in-depth knowledge of your product/service will help you to be able to offer choices and alternative solutions.

Customers don't always know exactly what they want, use questioning to establish their needs.



Recognize that there is information that the customer may find complicated and support them with this through the use of clear explanations/materials.

Sometimes customers raise concerns themselves – but an important aspect of good customer care is the ability to spot potential problems first, this gives you a head start on being able to resolve them.

You should be aware that sometimes customer's needs change and be flexible in meeting their requirements.

## RECORDS, STANDARDS AND PROCEDURES

You need to be aware of how your behavior and approach combine with your organization's systems to make sure that you:

- Know where to locate information
- Are prepared for each transaction
- Deal with different customers and situations effectively
- Are aware of any contractual agreements
- Understand the limits of your authority
- Follow organizational, professional and ethical codes of practice

You should be aware of legal issues such as:

- Health and Safety law
- Data Protection
- Equal Opportunities
- Disability Discrimination

## SETTING STANDARDS

Do you know where you are *now* in terms of the standard of care you offer?, We spoke earlier of different ways to collect information on customer and staff perception of service standards. Ask yourself *where you need to be* and take action to fill the gap – this may be through carrying out a customer survey, setting care standards or through training. Customer care standards should be realistic, measurable, explain what will be achieved, clear and concise and communicated to staff and customers. Once standards have been agreed they need to be monitored and reviewed. Monitoring should not only be carried out by the organization – you should also encourage customer feedback. Sometimes this will be ‘unsolicited’; however a proactive approach not only gives the customer a feeling that you are truly interested in providing a superior product/service but increases your ability to improve your service.

Feedback is not always negative – positive feedback should be communicated too!

Think about using a short, clear form with (perhaps) some form of incentive for completion – a raffle, discount, tokens.

- Don't ignore responses whether good or bad.
- Record details.
- Contact the respondent, address any issues they may have raised and thank them for their feedback.
- Analyze both positive and negative feedback.
- Communicate the results to all concerned.
- Take action to correct the problem.
- Make it easy for customers to respond.

## MEETING CUSTOMER NEEDS

WANT VS NEED – a simple example, I WANT a computer with all of the most up-to-date gadgetry, but I NEED something far less impressive to carry out my job and I only want to spend ‘this much’. What's the IT department (supplier) going to have to tell me?

I WANT you to complete a 25 page Report by Monday, but I NEED the data analysis carried out so I can use it to create graphs to prepare for my presentation.

Good customer service depends on effective management of unrealistic expectations.

## HOW TO SAY ‘NO’

We can't always say ‘yes’ to a customer's request - there are a number of reasons why we may find ourselves in this position, for example it may be against the law, organizational policy or just not possible. Saying ‘no’ does not have to leave the customer with the feeling that your service is poor - if you can't meet the ‘want’ expressed, try and fulfill as many of the customer's other needs as you can. Show empathy and recognize their disappointment, try and offer suitable alternatives – in other words work with the customer and offer them some choice. This shows that you are interested in resolving their problem and gives them some control over the outcome. If you have to say ‘no’ try and make recommendations which meet their needs as nearly as possible. In these situations try and add something that the customer is not expecting to show your goodwill.

## HOW NOT TO DO IT

- Don't treat the customer as if he is ‘the enemy’

Certain phrases are almost guaranteed to escalate a difficult situation:

- I'm sorry but
- Calm down
- With all due respect

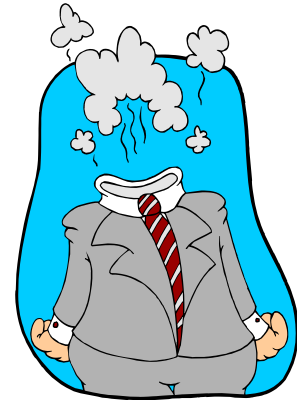
- I have no idea
- That's not my job
- I'm not authorized to do that
- I don't mean to be rude but
- I'm sorry you're getting so upset about this
- There's no point in getting upset
- If you'd stop talking I could deal with the problem
- You have to expect this type of problem
- It's a computer glitch
- Who did you deal with last time?

Avoid obvious negative words such as 'can't', 'won't', 'busy' and 'wait'. Be conscious of your tone of voice – try to avoid sounding negative or patronizing – or, if you are under pressure yourself, becoming faster and higher pitched. (Try taking a few deep, slow breaths if this happens)

## HOW TO DEAL WITH DIFFICULT SITUATIONS

Dealing with angry or frustrated customers can be stressful, to help you here are six things you should do:

1. Always let the customer 'vent'
2. Don't let your own negative perceptual filters get in the way
3. Show empathy
4. Actively problem solve
5. Come to a mutual agreement on a solution
6. Make sure you follow up



### Step 1 Letting the Customer Vent

Don't interrupt – they need to let go of their frustrations, interrupting is just as likely to lead to them becoming more angry. Show you are listening by maintaining eye contact, nodding etc.

Remember - avoid saying things like:

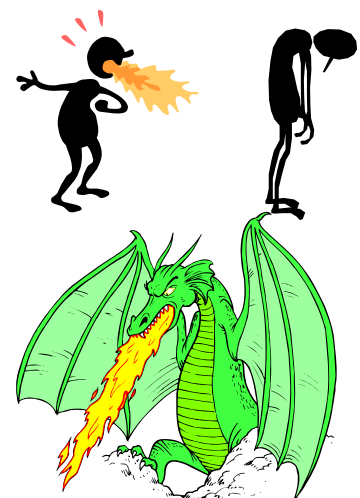
- It's not our policy
- It's against the rules
- We can't
- You can't
- You must be mistaken

If the customer becomes angry *don't take it personally* – it may feel like it is aimed at you but it is the situation that has upset them. Never let it get to you – don't retaliate with anger of your own.

### Step 2 Don't Let Your Own Negative Perceptual Filters Get in the Way

We interpret the behavior of others through a perceptual filter – the way that we do this can have a negative, distortive effect on the way that we interact with other people – what we hear, see and say to them. If you are mentally thinking of your customer as a 'dragon' or a 'misery' you have already set up a negative perceptual filter.

Such filters are 'catching'! For example, leaving notes about a customer, describing them as 'aggressive', will almost certainly raise perceptual barriers when someone else has to deal with them.



Always ask yourself ‘what does this customer need – and what CAN I DO to best provide it?’, By doing this you are moving from a reactive, negative response into a proactive, positive mode.

### **Step 3 Empathies with the Customer**

See the problem from their perspective – this does not mean you have to agree with them but allows them to see that you understand their frustrations. Acknowledging their frustration and expressing regret does not mean you have made an admission of guilt.

Remember the tone of your voice is a powerful tool in showing rapport and building empathy.

### **Step 4 Begin Problem Solving**

To find out the cause of the customer’s problem:

- Put yourself in the customer’s shoes
- Take notes
- Limit your own talking
- Don’t make assumptions
- Ask specific questions if you want specific answers
- Don’t be afraid to pause while you think of your next question
- Use open questions to encourage discussion
- Closed questions invite yes/no responses
- Encourage feedback
- If the customer has gone off at a tangent, wait until they pause and then gently pull them back in the direction you want to go.

Customer: ‘I asked you to cancel my subscription six months ago, why haven’t you taken my name off your database? I’ve bought all of the CD’s I agreed to buy and you’re still sending me junk every month..’ (Pauses for breath)

You: ‘(Name) I understand how frustrating that must be – may I have your address so I can make sure the situation is corrected?’

Hopefully this will bring the customer back to the point and you can get the information you need to sort out their problem.

- Make sure of your facts – summaries back to the customer what they have said to you

### **Step 5 Agree on a Solution with the Customer**

Once you have all the facts try and come up with a mutually satisfactory solution but don’t promise something you can’t deliver – this will only compromise your relationship with the customer even more. If, in spite of your efforts, you have not been able to find out what the customer wants – ask them.

Sometimes you may be unable to solve their problem immediately (you may lack authority), if this is the case tell the customer and let him know how long it will take to get back to them.

When you have a mutually agreed solution *under promise and over deliver*. If you expect to be able to process the transaction in 2 or 3 days, advise them that it may take up to a week. This allows for unforeseen delays and if you do manage to deliver in less than a week you make a positive impression on the customer.

### **Step 6 Follow up**

Follow up to find out if your solution was satisfactory – if not, look for other alternatives.



If poor procedures or systems are causing problems you need to consider what can be done in the way of improvements.

### *What is Customer Loyalty?*

#### **Understanding the true definition of customer loyalty**

There are many definitions of customer loyalty. Yet each of them fails to realize that loyalty runs hand-in-hand with emotions. Customer loyalty is the result of consistently positive emotional experience, physical attribute-based satisfaction and perceived value of an experience, which includes the product or services.

Consider who you yourself are loyal to. Surely you'll answer family and friends. Why? Because of the emotional bond you have with them. Your family and friends can do things you may not like, but you stay loyal because of that bond. The same applies with customer loyalty. To prompt customer loyalty you must build an emotional bond with your customers.

To build customer loyalty, customer experience management blends the physical, emotional and value elements of an experience into one cohesive experience.

Retaining customers is less expensive than acquiring new ones, and customer experience management is the most cost-effective way to drive customer satisfaction, customer retention and customer loyalty. Not only do loyal customers ensure sales, but they are also more likely to purchase ancillary, high-margin supplemental products and services. Loyal customers reduce costs associated with consumer education and marketing, especially when they become Net Promoters for your organization.

Given the highly commoditized competitive landscape today, customer experience programs are the most effective way to differentiate your organization from the competition. Such differentiation effectively drives customer loyalty when customers are engaged on an emotional, intellectual, or even spiritual level, and when a customer cherishes a product or service before, during and after its use.

## **UPSELLING TECHNIQUES**

- What does up-selling mean exactly?
- What are his sister techniques?
- The guest's psychology.
- When can you up-sell?
- What you need to up-sell professionally?
- How do you express yourself?
- The presence of Up-selling during a meal.
- Kits, an example of what a waiter needs to know to start selling efficiently.
- Other important aspects for successful up-selling.
- Ethic in up-selling, part of our service culture at FS.
- The bottom line goal of up-selling.

#### **What is Up-selling ?**

Up-selling is a sales technique permitting to increase revenues with the same number of covers, therefore increasing a restaurant's guest check average.

#### **Basic examples**

- **Fast food restaurants:** When you order a burger, you will often be asked "do you want fries with that?"
- **Or :** Today's soup is Italian Clam Soup "Zuppa Di Vongole", we also have our Lobster Bisque a traditional exquisite dish. The Watercress and Fresh Pear Salad is also very popular.

#### **Up-selling vs. Cross-selling vs Suggestive-selling**

- Up-selling is when you call a person's attention to an item of greater quality (and cost)
- Cross-selling is when you inform a guest of a related item that naturally "goes" with the main product.
- Suggestive selling, you are acting as a consultant (the most professional technique)

- Understand the customer's psychology .
- The customer is in a buying mood.
- He already has made up his mind and is open to any suggestion that will help him.
- It all rests on your ability to engage combined with how much trust you have built.
- When can you up-sell?
- Professionalism in up-selling
- Know all your menu items (taste, preparation, presentation)
- Know the product name
- Know the value of your product
- Know the selling price
- Know at least 2 options when up-selling (choose items you usually like)

### **Know your guests profile, assess you host who is your key customer**

- **How do you express yourself ?**
- Someone only orders a roasted chicken as a main course only, you can say: "Would you care for a light crispy spinach salad to start?"
- "What kind of margaritas do you have? We have lime flavored margaritas, or with tamarindo, strawberry, but I would suggest you our lime Premium margarita which is our most popular margarita made with a superior tequila.
- "Can I recommend you a sweet wine that would perfectly match with your carrot cake, we have a delicious late harvest Errazuriz by the glass "

### **Other ways to express yourself**

- ❖ **Recommend:** "I think you should also get ..."
- ❖ **Suggest:** "You might also want to add ..."
- ❖ **Consult:** "I have personal experience with this, and I urge you to ..."
- ❖ **Question:** "Have you thought about? ..." "Have you ever tried? ..." "Do you know about? ..."
- ❖ **Power phrases:** "My experience has shown me ..."
- ❖ **Comfort them:** "Most guests take ..." "Usually everyone else uses ..."
- ❖ **Ask:** "Would you care for? ..." "Would you like? ..."

## **SUCCESSFUL UP-SELLING**

- Direct all communication to the host and pay attention to cues. This means that if the host frowns when you initiate suggestive selling towards him/her, stop suggestive selling immediately and simply present the menus.
- If you are asked to describe a particular item by a guest, certainly provide an accurate description, but do not blather ad infinitum, with superlatives.
- After you have engaged the host comfortably, and it is not disruptive to your presentation, quietly suggest one or two appropriate wines (within an expected agreeable price range) to the host and then allow him/her to make the table's selection.
- Before reciting desserts, ask the host discreetly if he is interested in your "special desserts" or dessert wines. Same goes for specialty coffees. His body language will reveal plenty.
- Up-selling can be a win-win for everyone, but the customer must win first.
- Try to offer items that may not be on the menu and also guide your guests through the dining experience so that they can fully enjoy your wonderful restaurant.
- Short-term "overselling", putting your guests in situations where they feel put on the spot or embarrassed into buying more expensive menu items, or where they feel a loss of control with respect to this business transaction will hurt your restaurant.

You have to put the needs of your customer first, the money follows!

### **REMEMBER !**

- Know cocktails and beverage options
- Know all menu items (presentation, ingredients)
- Know the catch of the day
- Know the daily specials
- Know at least 3 white wines and 3 red wines (by the glass) and food combination
- Know your desserts

### **Anything missing in order to be successful?**

- Your involvement will be capital
- Your positive, cheerful outgoing attitude will help the up-selling process
- Your enthusiasm and understanding
- Show you care about the guest

### **Ethic in up-selling**

- **Selling Techniques Can Be Dangerous :**

Imagine someone being seated in your restaurant after a long day at the office ; they're in your restaurant to relax, unwind and enjoy them self, to be taken care of and even pampered a little.

However, the server has been trained that they're not really a server, but a "sales person." This means their primary function isn't to serve or take care of the guest but to "sell" the guest into parting with as many of their hard earned dollars as possible.

**Instead of taking a personal interest in the guest, the server (now a sales person) is armed and ready to spew forth as many "sales techniques" as are needed to pump up the check average and in theory their tip.**

**Will the guest notice the insincerity of the sales pitch? Maybe, maybe not, but I can guarantee you that, people are very perceptive and know when they are being impersonally "sold," as opposed to being "served" by a server who is there to genuinely take care of them.**

- **What is the bottom line goal of up-selling?**  
Form long-term relationships with consistently satisfied customers encouraging sales and repeat sales to ensure long-term growth.

## **ANNEXES**

### **ANNEX 1 ASSESSMENT REPORT**

## **TRAINING ASSESSMENT ANALYSIS SUMMARY**

### **OBJECTIVES OF TRAINING ASSESSMENT**

There are a variety of reasons to have a training assessment, and this should be determined before training begins. The one conducted was mainly to measure the needs to better create a training plan, session plans, implement the training and evaluate it

The Needs assessment held involved as well determining issues that need work and the best solutions to eliminate these issues. However, it is important to note that not all issues can be resolved by training.

### **ANALYSIS**

Needs assessments uncovered issues such as low guest satisfaction, high turnover, low morale among employees and low productivity.

### **METHODS**

Interviewees included a range of managers, including chief concierge, training manager, HR manager, front office managers, and guest service managers.

To preserve the anonymity of these individuals and the hotels they work for, only general comments will be highlighted.

Data was collected through these structured interviews. Interviews were done face-to-face and over the phone.

Data analysis was done through finding commonalities among the responses

In conclusion, all hotels needed refreshment of Customer service and a focus on Presentation Skills and Up selling Techniques.

### **TRAINING METHODOLOGIES**

Methodologies will concentrate on learning by doing, role playing, group work, videotaping and giving feed-backs. Best results depend mainly on the number of trainees which shouldn't exceed 15 in each workshop.

## THE ART OF CONCIERGE TRAINING

**Training Course time line:** Four hours divided into two hours a day.

**Training approach:** Interactive approach using pair and group work besides the field visits when possible.

This report is an outcome of field visits and interviews with direct or relevant concierge managers in four hotels and Jordan Tourism Board.

The following indicators, fields and aspects need to be targeted by the training course:

- 1. The Lack of concierges' general knowledge motivation and awareness about tourism sector regarding the following issues:**
  - entities responsible about tourism sector in Jordan.
  - knowledge about the tourism sector participation to the national economy and local communities.
  - his/her motivation for capacity building.
  - his/ her job description.
  - tip is not the only recognition from the tourists.
  - his/her appositve attitude towards his job.
  - having the information flow system from the hotel and from specialized entities regarding (weather center, traffic, museums and galleries, cultural activities,,,,,,,,)
- 2. the lack of Concierges' enough knowledge about tourism sites, services and tourism facilities regarding the availability of the followings:**
  - sites basic history.
  - locations.
  - Visitor center.
  - Interpretation information.
  - Museums.
  - Local guides services.
  - Food and beverage.
  - Tourism police department.
  - Opening and closing times (summer, winter, Ramadan)
  - Entrance fees cost and ages.
  - Road signage to the sites.
- 3. The lack of Concierges' abilities and skills to answer questions (about How to, where to, when to, why to...) regarding the followings:**
  - transports locations and costs.
  - understanding and using maps.
  - how far and how long.
  - half way stops.
  - main roads and highways (Desert Highway, Kings' Highway, Wadi Araba Highway, ,,,,,,)
  - transportations ( public, private, Taxi, Bus,,,,,,,,)
- 4. The lack of Concierges' knowledge about tourism trends and activities in the sites regarding the followings:**
  - sites trends of tourism (cultural, Biblical, eco, agro, geo, .....).
  - RSCN Nature Reserves tourism and facilities.
  - main museums and art galleries display and contents.
  - health centers and clinics services.
  - other hotels classifications and services.
  - best recommended food and beverage identity and locations ( local and international ).
  - local communities and downtown authentic experience.

- calendars of cultural activities, events and festivals...
  - airports and borders opening and closing times and their transportations.
5. **Concierges' needs for sharing their experiences and initiatives in all the aspects above using the initiatives we gathered during the assessment visits and interviews.**
  6. **Concierges' need to be motivated so as to establish channels, social media initiatives, entities and others to guarantee sustainable information flow.**
  7. **Concierges' need to be highly proud of their job and the national cultural and heritage treasures and values.**

**\*\*\*\* The training course needs the following aids and prints:**

- JTB publications of Jordan maps, main sites and tourism trends brochures.
- Enough copies of the hotels initiatives for their own concierges.

## **ANNEX 2 THE ART OF CONCIERGE – INTRODUCTION TO TOURISM (ATTACHED)**



**ANNEX 3 CUSTOMER SERVICE (ATTACHED)**

**ANNEX 4 SELLING SKILLS (ATTACHED)**